

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 & NORTH AFRICA REGION

5 June 2003

Appeal No. 01. 93/2003

Appeal Target: CHF 2,267,590

Programme Update No. 1; Period covered: January –June 2003

*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 180 countries.
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In Brief

Appeal coverage: CHF 1,480,223; 65%

Outstanding needs: CHF 880,525

Related Emergency or Annual Appeals: Iraq and Neighbouring Countries: Humanitarian Crisis (Appeal 08/03)

Programme Summary: Despite the shift of focus to support the emergency operation in Iraq and neighbouring countries, considerable efforts have been made to maintain the momentum and impact of the various components of the MENA regional appeal for 2003 (including disaster management, health humanitarian values, organizational development, Federation coordination, representation and field management).

The summary of results include the following:

- **More effective service delivery to and capacity development of regional national societies based on well functioning response structures, with adequately trained human resources including national intervention teams (Jordan, Lebanon, Morocco, Syria, Yemen).**
- **Increased national societies' capacities to contribute to the prevention and control of HIV/AIDS consolidating the successes recorded in the past few years in terms of breaking taboos regarding HIV/AIDS (Egypt, Tunisia).**
- **Intensified promotion of humanitarian values during the reporting period, including facilitation of timely information flow as part of the humanitarian response to the operation in and around Iraq.**
- **Increased capacities in national societies for planning, monitoring and reporting as a basis for improved accountability.**
- **Enhanced coordination of Movement efforts related especially to the operation in and around Iraq.**

- **Stronger basis for representation, including improved linkages with governmental/non-governmental organizations.**
- **Improved field management based on effective performance monitoring.**

The funding status for the MENA region has been steadily improving, partly due to the re-activation and expansion of the Consortium, which brings together a number of regional national societies that support MENA. Halfway through the year, funding has been ensured for 61 percent of the 2003 Appeal. The fact that all the tasks related to the emergency operation in Iraq and neighbouring countries are financed through the emergency budget allocated to that operation has helped to ease the pressure on the resources garnered through the annual appeal.

Operational developments

Most of the reporting period coincided with the emergence of the humanitarian situation in and around Iraq. Although efforts have been made to minimize the impact of the emergency situation on the ongoing activities, both the national societies and the Federation's regional delegation were obliged to dedicate considerable time and effort in responding to the emergency priorities. As a result, several activities were not implemented according to plan. Consequently, the plan of action and the appeal budget for 2003 have been revised accordingly.

Disaster Management

Goal: The adverse effects of disasters are reduced with the national societies more effectively participating in improving the lives and livelihoods of the most vulnerable.

Objective: The national societies have well functioning disaster management capacities that can promote optimal utilization of human and material resources to implement integrated disaster management programmes in risk reduction, preparedness and response.

Progress/achievements:

The disaster management structures and services of the national societies are improved based on more effective planning and programming evolved through vulnerability and capacity assessments (VCA) and participatory rapid appraisal (PRA) tools.

- In conjunction with the evaluation of the Iraq emergency response, 'Lessoned Learned' meetings were organized for Syrian and Jordanian Red Crescent staff and volunteers. The purpose of conducting these meetings was to evaluate the national societies' operational response and to develop their future effectiveness in helping their most vulnerable peoples.
- National Societies in Algeria, Morocco, Lebanon and Yemen have developed plans of action to carry out the VCA studies in selected governorates to strengthen their respective disaster management structures. The studies will be made employing a participative approach within the communities, and will be used for identifying roles and responsibilities in disaster preparedness and response.

The disaster management structures and services of the national societies generate greater synergy and impact through the effective integration of basic disaster management elements together with the elements of community-based health and other relevant priorities of the Federation Strategy 2010.

- The Moroccan Red Crescent incorporated a psychosocial programme within its Disaster Management Unit programme and structure.
- A dissemination and briefing day for 350 Jordan National Red Crescent Society (JRCS) volunteers was facilitated by the regional delegation and national society staff. The purpose of conducting this activity was to introduce the fundamental principles of the Red Cross/Red Crescent Movement, the code of conduct and basic camp management concepts.
- An integrated relief-health, water and sanitation, information, and disaster management training programme



Establishing a transit camp.

was conducted for staff and volunteers who run the JRCS's operation room. The training took place over three days in JRCS headquarters. Sixteen people participated in the training.

- The Saudi Arabian Red Crescent Society hosted another type of integrated workshop (organizational development, disaster management, health, and humanitarian values) for staff and volunteers from the Gulf countries, and from Egypt, Jordan and Syria. Regional delegation and Saudi Arabian Red Crescent staff facilitated the integrated themes of the training.

The National Societies play a more proactive role in risk reduction through more effective dissemination of early warning information.

- The Palestinian Red Crescent Society is implementing an early warning programme to connect PRCS branches in the West Bank using VHF radio communication equipment. The programme is supported by the ICRC, the Federation, and other donors. A plan of action was developed by the Disaster Management Coordination Unit to monitor the implementation process of the project.
- Based on a vulnerability and capacity assessment study, which has been conducted in two Yemeni governorates (Hajja and Hudydeih), two risk reduction projects were identified by the Yemen Red Crescent Society. Financial and technical support for the risk reduction projects will be provided by the Federation's country and regional delegations.

The disaster management structures and services of the region's national societies are more efficient and are based on well-functioning logistic systems.

- National Societies in Lebanon, Syria and Jordan devised plans to upgrade their logistic capabilities as a result of reviewing and assessing their current logistics systems.
- Through introducing Federation standard logistics and warehouse management systems, the logistics department of the regional delegation supported the Syrian and Jordanian national societies with their response to the Iraq crisis.



Capacities will include well-defined policies and procedures relating to disaster management, including prevention, preparedness, and mitigation as well as post disaster rehabilitation.

- Disaster management groups have been established in Morocco, Lebanon, and Yemen to implement and coordinate all disaster management programmes and activities, such as the building of national intervention teams, conducting vulnerability and capacity assessments, and training staff and volunteers in disaster preparedness programs.
- Terms of reference have been developed for the disaster management groups of the Lebanese, Yemeni and Moroccan national societies.
- Plans of action were developed and approved by the Syrian and Jordanian national societies in order to establish disaster management units for the purpose of implementing and coordinating disaster prevention, preparedness and mitigation as well as post disaster rehabilitation programmes.
- Disaster management working groups and branch volunteers of the Moroccan Red Crescent revised and updated their emergency plan of action, a plan of action that highlights the roles and responsibilities of the national society, scenarios for expected disasters, response strategies, philosophy in disaster management, as well as expected roles and responsibilities of government and NGOs.

The national societies have well trained staff and volunteers to increase the levels of efficiency in their disaster management services within and outside the region.

- The Lebanese Red Cross will host the first sub-regional Disaster Response Team workshop. Regional delegates and national society professionals will facilitate the training in close cooperation with Secretariat staff from Geneva.
- The Moroccan, Syrian and Jordanian Red Crescent Societies identified staff and volunteers to be members of their national intervention teams.

- Gulf national societies were invited to participate in the 2003 Sphere training of trainers in Geneva.
- 32 volunteers and 10 staff members of the Lebanese Red Cross were identified to be trained in Federation disaster preparedness training of trainers.

Impact:

National Societies in the region realised the importance of the planning process for disaster management as a tool for development and for long term programmes. In addition, the involvement in the planning process of branch representatives, staff, and a new generation of volunteers within the national societies, reflects the reality of today's disaster management needs and priorities.

The involvement of national societies in the Iraq operational response offered them an opportunity to test their preparedness and response capacities. Therefore, the main lesson learned from the Iraq response was that national societies must be flexible regarding their priorities within their disaster management frameworks (policies, planning, human, material and information) to accommodate the demands created in crises.

An emergency plan of action became an essential tool for the national societies in the region to further develop internal and external relations.

Constraints:

Introducing a systemized long term disaster management programme to expand national societies' activities, in order to sustain the practical experiences and trustworthy relationships with governments that national societies cultivated during their disaster response requires sustained and intensive efforts from national societies and from the regional delegation.

The Iraq emergency operation highlighted national societies' strengths and weakness related to crisis management regarding; planning, coordination mechanisms with NGOs and governmental institutions, operational response, recruitment of volunteers/staff, telecommunications and logistics. Overcoming the weaknesses and building on the strengths of national societies is a long-term process that needs to incorporate clear and adjustable tools that can be sponsored by implementing partners.

The national societies realized that the process related to their level of response preparedness can differ one from another, which entails cooperation, and consideration of their respective working cultures, in addition to adjusting Federation tools to meet their needs and priorities. The Societies are also recognizing the challenge of integrating disaster management, health, organizational development and humanitarian values based on clear organizational structures in each of their national societies.

Main areas of focus July–December 2003:

- Establish national intervention teams for Morocco, Lebanon, Yemen, Jordan and Syria.
- Conduct two Regional Disaster Response Teams (RDRT) training sessions for Middle East and North Africa sub-regions in Libya and Lebanon.
- Conduct regional logistic training for national societies' staff, and introduce the Federation logistic system for integration with national society systems in Syria, Jordan, Yemen and Lebanon.
- Assist national societies in Yemen, Morocco, Jordan, Syria and Algeria with strengthening their Disaster Management Units.
- Organize a regional disaster management meeting for national societies to plan for appeal 2004-2005.
- Carry out an integrated workshop for the North African sub-region in Tunis.
- Assist national societies in Yemen, Libya and Lebanon with the VCA implementation process.

Health and Care

Goal: The national societies in the region have empowered the communities to reduce vulnerability to diseases, to care for people suffering from infectious diseases, and to respond to public health crises with adequate preparedness.

Objective: National societies' capacities have been strengthened to reduce vulnerability to diseases and disasters with better preparedness through integrated capacity building to bridge the gaps in health promotion, diseases prevention, first aid and social welfare in a manner that fosters interdisciplinary coordination/ integration including disaster management, organizational development and advocacy.

Progress/achievements in relation to the global fight against HIV/AIDS:

All the national societies in the region are committed to the fight against HIV/AIDS with the necessary resources and structures to implement specific activities in their respective countries.

- Fifteen out of 17 national societies have expressed their interest in working with the Federation on HIV/AIDS issues. National Societies in Lebanon, Morocco, Tunisia and Egypt have already received funds from the regional level to continue/initiate HIV/AIDS related projects. The Iranian Red Crescent organized the first Farsi speaking training of trainers (ToT) on HIV/AIDS in May, inviting the national societies of Afghanistan, Pakistan and Tajikistan. The national societies of Algeria, Morocco, Tunisia, Egypt, Bahrain, Jordan and the Emirates will participate in a ToT workshop on reproductive health and HIV/AIDS in May-June which is organized in partnership with UNFPA, the American University of Beirut, boy and girl scouts, IPPF and the Federation. The workshops in Syria and Iraq were postponed because of the war in Iraq. National Societies in Saudi Arabia and Kuwait have yet to work with the Federation in regard to HIV/AIDS programming.

Most of the national societies in the region have established partnerships with their national AIDS authorities in their respective countries as well as UN agencies and NGOs working in the field HIV-AIDS.

- The process was slowed because of the war in Iraq. The Federations regional health delegate has been working in close communication with the regional UNICEF office in Amman. The Iranian and Libyan Red Crescent Societies are working with UNICEF/UNAIDS. The Moroccan Red Crescent is signing a partnership with the French Red Cross and OPALS, an NGO working on STD and HIV/AIDS. The Jordan Red Crescent is working with USAID. The Lebanese Red Cross is working with the NAP and UNESCO, and the national societies of Bahrain, the Emirates, Jordan, Morocco, Algeria and Egypt with the above mentioned AUB/UNFPA project. The partnerships with the national authorities and UN AIDS theme groups are encouraged at the national level, but this also needs an input from Federation country delegations.
- In cooperation with UNICEF, the regional health department helped seven volunteers from Oman to visit the Egyptian Red Crescent with the possibility that Oman could have its own national society.

Awareness of HIV-AIDS at national and branch levels has increased with special attention in terms of targeting youth and women.

- Youth receives special attention through youth peer education projects. To have a good gender balance, the male-to-female ratio in the workshops should be fifty-fifty. Balance is achieved by each branch sending one male and one female participant to the workshops. In some countries it has been necessary to separate the boys and the girls for the sex education curriculum.

Social and health workers involved in the management of clinics and health posts of the National Society were trained on counseling for sexually transmitted diseases (STDs) and HIV/AIDS, and have improved their services to the beneficiaries.

- The Lebanese Red Cross, Moroccan Red Crescent and Iranian Red Crescent have started counseling on STDs and HIV/AIDS. The Egyptian Red Crescent has integrated the HIV/AIDS issues into its on-going reproductive health projects.

Progress/Achievements in relation to Community Based First Aid (CBFA)

The quality of services of the national societies in CBFA has improved based on the application of an updated manual which reflects the particular set of needs at regional, sub-regional and national levels.

The scope of the Regional Health Programme was expanded with possible inclusion of the social welfare dimension based on assessments of priorities and experiences of the national societies in this respect.

- CBFA projects were postponed because of lack of funding, and in view of the Iraq situation.

Progress/Achievements in relation to PSP

Psychological support needs in the region are effectively addressed based on a long-term strategy that leads to the establishment of a regional PSP resource center.

- A piloting regional PSP project was launched and a psychologist from within the region was employed.

The quality of the psychological support service in the region is improved based on culturally adapted guidelines and training modules.

The global training module has been published by the Secretariat in Geneva. This training module is being translated into Arabic. To date the training on PSP has been agreed upon with the following national societies: Syria, Egypt and Tunisia, however, more national societies have expressed their interest in the programme.

The regional network meeting was postponed because of the war in Iraq. The national societies of Morocco and Iran have agreed to host the two network meetings this year (respectively in that order).



Progress/Achievements in relation to public health crises/relief health

Relief health needs in their respective sub-region are effectively attended to by well-trained groups of professionals working with the national societies in time of public health crisis.

Due to the Iraq war, this project was funded through the Iraq Emergency Appeal (Appeal 08/03). National Societies in Jordan, Syria and Kuwait have addressed relief health issues, and a volunteer from Syria was sent to Finland for Emergency Response Unit (ERU) training. The further development of this programme, as well as ensuring the integration of relief health activities into a disaster management programme, is carried out in close coordination with the Federation's disaster management department.

Impact

The long-entrenched denial when it comes to HIV/AIDS issues appears to be subsiding. The MENA region's national societies are more at ease handling this issue without embarrassment. The youth have not only learned about HIV/AIDS, but also STDs and sexual education, which the Arab youth (especially the girls) have been traditionally deprived of. As an example, the Iranian Red Crescent trained 550,000 youth in the last year alone. Through this process the national societies have also learned how to work with partners (e.g. UN-agencies) and the impact will be seen by better funding prospects for the region's national societies.

Although there were not large numbers of refugees to benefit from the Iraq preparedness programme, the volunteers developed their skills on health and water/sanitation related issues.

The PSP is taking its first steps, but it is already clear that the programme will also assist the helpers such as the young volunteers who for the first time in their lives are seeing and handling corpses, facing great sadness and managing large responsibilities. The PSP programme coaches the youth using the motto "do not help only the wound but also the wounded," when explaining the role of PSP in first aid.

Constraints

Before and at the start of the Iraq war, the personnel resources of the health department remained minimal, but beginning in March, the Syrian Red Crescent seconded a staff-on-loan. The Federation's health department has tried to cope with both the long-term and the acute situation, but many projects were postponed by the national societies due to the Iraq war.

The funding of the health projects have been poor as world attention was focused on Iraq, although this was partly overcome through the funding of Iraq-related activities by means of the emergency appeal.

Humanitarian Values

Goal: The general public in the MENA region is increasingly aware of the Movement's fundamental principles, humanitarian values, and work towards improving the lives and livelihoods of the most vulnerable.

Objective: The capacity of the national societies and the Federation in the MENA region to promote their respective role, values and work is increased.

Progress/achievements:

The communications capacity of national societies in the MENA region is stronger and better developed.

- Three media training workshops for selected staff and volunteers of the Red Crescent Societies of Palestine, Yemen and Jordan were postponed because of the war in Iraq, and the consequent shift in the workload of the Federation. They will be organised as soon as possible in the course of the year, when circumstances both at the Federation and within the concerned National Societies allow.
- The Federation's media relations during the Iraq crisis were conducted in close co-operation with the concerned national societies, and the Jordan Red Crescent (JRCS) in particular. Daily press briefings were organised in the JRCS camp concerning people fleeing the war in Iraq, thereby exposing JRCS staff to media relations techniques, their challenges and constraints. Soon after the end of the hostilities, the Federation sent a mission to Baghdad to help the Iraqi Red Crescent restart its information/advocacy activities in the country.

Improved communication and information-sharing between the national societies in the region.

- Three issues of Al-Ittihad, the bilingual, bimonthly magazine of the Federation's regional delegation, were produced and distributed to all national societies in the region. Although the magazines centered mainly on the Movement's response to the Iraq crisis, Al-Ittihad also highlighted activities of many of the national societies in the region, fostering knowledge and experience-sharing among them.
- Feedback from national societies in the region and elsewhere has generally been positive, sometimes enthusiastic, triggering requests for more copies. The print run is now 4,000 copies and the number of pages is 20.

Communications and advocacy components are integrated into, and technical support provided to all Federation regional programmes such as community health and care, disaster preparedness, and organisational development.

- Because the Federation's advocacy and communication efforts during the period under review focused on the Movement's preparations for and response to the humanitarian consequences of the war in Iraq, most of the other activities had to be postponed.
- Support was provided, however, to health, disaster management, and organizational development activities through translation in Arabic of documents, publications and other material.

The activities of the national societies to reduce discrimination towards the most vulnerable (e.g. the poor, refugees, people living with HIV/AIDS) and to change the behaviour of the communities are developed.

- By highlighting the Movement's successful activities to reduce discrimination towards the most vulnerable (e.g. the disabled children in the Palestinian Territories, Iraqi under-five children, people living with HIV/AIDS in Lebanon and Jordan), it is hoped that Al-Ittihad and web stories published in the past six months will encourage national societies in the region to begin new initiatives of the same kind. This is difficult to measure in the short-term.
- Special attention and coverage was given to the Federation's priority goal of reducing discrimination and stigma related to HIV/AIDS. National societies and Federation initiatives in the region were extensively highlighted in the three issues of Al-Ittihad published during the period under review. Five stories were published on HIV/AIDS-related activities. The use of pictures, particularly those of volunteers involved in anti-stigma and training activities, constitutes a major breakthrough in a region with has experienced long-standing taboos on HIV/AIDS.

Relations are expanded with local, regional and international media to secure sustained and high profile media coverage for the activities of the Federation and national societies in the region, particularly in times of emergencies and in areas of crisis, but also in the least developed countries.

- During the Iraq crisis, the Federation's spokespersons in the field, especially from Jordan - which became the main media centre in the region - gave interviews and briefings promoting the Movement's humanitarian work to more than 110 representatives of the media from some 25 countries representing all five continents. Interviews were also given in the aftermath of the Algerian earthquake.

- All press releases issued by the Federation during the period under review were translated into Arabic and sent to over 50 local and regional media sources. Significant media pickup was reached during the Iraq crisis, as well as following events such as bomb blasts in Morocco and Saudi Arabia, and the Algerian earthquake.
- Al-Ittihad and the information it contains have been increasingly used by both the Arabic and English-speaking press in Jordan.

The awareness of activities and humanitarian values of the Red Cross Red Crescent by key external stakeholders in the region such as diplomatic missions, civil authorities, the corporate sector, NGOs and civil society, is heightened.

- Al-Ittihad is distributed to a wide and varied audience of outside partners spanning the Middle East, North Africa and beyond, including NGOs, regional organizations, United Nations agencies and programmes, embassies, media, etc. It is also distributed to governmental bodies, especially in Jordan. Al-Ittihad is one of the Federation's main tools for promoting Red Cross/Red Crescent work, principles and values in the region.
- The Federation's global publications (Red Cross Red Crescent quarterly magazine) and promotion tools (calendars) were disseminated to partners in the international aid community, embassies and to governments, especially in Jordan.

Cooperation is strengthened with all Red Cross and Red Crescent components in the region, i.e. national societies and the ICRC, to promote a united and solid image of the Movement.

- During the Iraq crisis, regional relations with partners and the media were conducted in strict compliance with the Seville Agreement. The Federation played a leading role in countries surrounding Iraq, and supported the ICRC's lead role in Iraq. In Jordan, for example, press relations were handled in close co-ordination with counterparts at the ICRC and at the national society. Media requests about the situation and the Movement's activities in Iraq were referred to ICRC as much as possible.

Impact:

There is no doubt that the Federation's advocacy and communication efforts have significantly raised the profile of the entire Movement in the region, especially at a time of acute crises such as the Iraq war, the Algerian earthquake and other dramatic events that shook the region during the period under review. The Red Cross/Red Crescent's work is certainly better known now by public audiences in the region, and humanitarian values are known more broadly and are better understood than six months ago.

Overall, the increased use of Arabic in the Federation's addresses to the media was key to the new visibility that the entire Movement has gained over the past six months. Likewise, documents and publications in Arabic were essential for national societies to increase the effectiveness of their actions, and to better serve their target beneficiaries. It is worth mentioning that Al-Ittihad is the first-ever regular publication in Arabic issued by the Federation which is one of the main reasons for the interest it evokes in the region.

The impact of capacity-building efforts is not easy to assess, especially since these were reduced to a minimum during the past six months. It is hoped, though, that the communication efforts made by the Federation have shown meaningful examples of best practices from which national societies in the region will benefit.

Constraints:

Many activities (like training workshops and advocacy campaigns) have been put on hold due to the Iraq crisis in order to accommodate the pressing information needs of media contacts in the field and the writing of news and feature stories. The Movement's response to this crisis, as well as to others (Algeria), and the consequent new profile of the red Cross/Red Crescent in the region will be key assets for advocacy and capacity-building efforts during the coming semester.

Gathering information and pictures from national societies in the region has not always been easy. Much time and effort was spent on this task. The majority of the national societies in the region have not yet been proactive enough to provide inputs to the newsletter, with the exception of publications and press releases. Yet a solid and timely co-operation, together with cash and "in-kind" (i.e. news and pictures) contributions of each

national society in the region, are key to a sustainable Al-Ittihad. It is instrumental that the magazine becomes a product of all societies in the region, although published by the Federation.

Because of the uneven courier network in the region, the problem of prompt distribution of Al-Ittihad to some national societies has been a recurring issue, reducing the readers' interest and overall impact of the magazine in these countries. Effective distribution from national societies' headquarters to branches has also been questionable in some instances. Although all country delegations and national societies were encouraged to disseminate Al-Ittihad to partners (media, NGOs, embassies, governments) in their respective countries, monitoring has been difficult, except in Jordan.

Lack of a systematic coordination and integration between the different regional programmes implemented by the Federation has sometimes reduced their respective impact, in particular that of capacity-building activities.

Main areas of focus July –December 2003:

- Publication of Al-Ittihad (once every other month)
- Creation of a regional web site (as soon as possible)
- World Disasters Report regional launch (July)
- Media training workshop for Palestine RCS (August)
- Advocacy/media training at the disaster management regional training in Iran (October)
- Advocacy/media training at the North Africa integrated workshop (November)
- World AIDS Day recognition (December)

Organizational Development (OD)

Goal: The National Societies in the MENA region play a stronger role in service delivery based on increasing autonomy and accountability.

Objective: The National Societies in the MENA region have skilled human resources and work with efficient systems and procedures.

Progress/achievements:

The national societies have well-functioning leadership/management at headquarters and branch levels.

- Consultations with national society leaders and managers (including basic surveys) to assess national societies' interest to participate in the decentralized leadership training planned to take place in the region in three phases (the first two in 2003 and the third in 2004).
- Positive responses were obtained from eight national societies, which confirmed their commitment to participate in the training. Some national society leaders/managers have volunteered to facilitate a number of the sessions during the training to enhance understanding based on peer participation.

National society staff and volunteers have increased capacities to plan, implement and monitor activities.

- 22 participants,(18 from four national societies and four delegates working with the regional delegation) participated in the training on project planning process (PPP) conducted in Amman, from 24-27 May 2003.
- The PPP guidelines, translated into Arabic to facilitate understanding, have been shared with the national societies.

The national societies have effective development strategies and programmes that can improve their performance and profile as popular community organizations with better prospects for self-reliance and sustainability.

- The Jordan Red Crescent Society (JRCS) assisted the completion of its draft strategic plan (2003-2007).
- The JRCS draft plan, developed by a task force with representatives from the branches and the national headquarters, reviewed and approved by the national board of the society.
- The JRCS is planning to host a partnership meeting based on the priorities identified in its strategic plan.
- Initial contact started with the national societies of Bahrain and Libya to explore and assist in the realization of their interest to develop strategic plans, as indicated in their response to the self-assessment questionnaire of the Secretariat.
- The Syrian Red Crescent, supported by the Federation's organizational development delegate, who was assigned to work with the national society, has finalized a branch assessment, the results of which are to be

used as inputs to complete the strategic plan of the national society. When fully completed, the strategic plan is expected to create the basis for developing a cooperation agreement strategy (CAS) based on the priorities established in the strategic plan.

- A draft MENA strategic framework is being developed, highlighting the common priorities of the national societies as a basis for evolving useful mechanisms to enable the national societies to work together on their common priorities in a process that generates more synergy and impact. The framework serves as a tool for strategic consensus-building and defines the key areas of alignment and interface between national society priorities and the capacity building support provided by the Federation Secretariat/delegations.
- As part of the effort to improve performance based on periodic evaluation and lessons learned, a draft ToR (Terms of Reference) has been developed to launch a process and impact review (PIR) to be carried out collectively by the national societies and their partners, including the Federation Secretariat/delegations, in order to continue building capacities.

The National Societies are more effectively using their human resources with volunteers/ staff equipped with increased skill.

- In response to the need for developing and deploying the human resources from within the region in the ongoing operation in and around Iraq, a basic training course (BTC) was conducted involving 17 participants from five national societies in the region. Two participants from the Federation also attended the course, which was jointly conducted by the Federation and the ICRC. The course was organized in Cairo from 18 to 22 May 2003 in cooperation with the Egyptian Red Crescent.
- To strengthen the organizational development (OD) support capacity in the region, two representatives from the Federation, the Head of Delegation in Lebanon and the Regional Programme Assistant for OD, participated in the annual OD course organized by the OD Department.

Impact

Several national societies in the region are gradually responding to the challenge of addressing the need for change and development, more clearly articulating their visions through comprehensive strategic plans to be used as a basis for serving the most vulnerable with greater efficiency and effectiveness.

The national societies are striving to ensure an optimal utilization of human resources, with their volunteers and staff being equipped with a variety of OD skills that can improve overall performance in terms of the characteristics of a well functioning national society.

Constraints

How best to 'customize' the global OD standards and tools within the specific operational dynamics in the region continues to represent an important challenge. In particular, this refers to the sensitivities with which issues such as governance and management need to be treated in a way that reflects the desired level of efficiency.

Effective demonstration of the dynamic linkage between efficiency in service delivery and internal OD processes requires an integrated approach in which the OD input needs to be incorporated as an inseparable component of the overall National Society programme/service portfolio. However, the need for integration is not often adequately addressed, especially during emergencies, when the focus goes to what is directly deliverable and less to the institutional aspects required to ensure effective service delivery.

As the development of comprehensive plans based on a participatory approach takes time, therefore keeping up momentum often proves to be a challenge. In many cases, the process of review and approval takes much longer than the actual process of assessment and mobilization of information.

Main areas of focus July –December 2003

Factoring in the impact of the operation in and around Iraq on the progress of the ongoing activities, the revised OD plan of action for July-December 2003 will focus on the following:

- More effective leadership and management, working towards change and development based on increased knowledge through decentralized leadership training.
- Increased accountability capacities through training in financial development and management.
- Broader community participation in national society activities and management through volunteer/membership strategies.

- Improved national society capacity building support based on internationalisation of lessons through process/ impact evaluation of national societies capacity building efforts.
- The Regional OD budget for 2003 has been revised from CHF 441, 926 to CHF 370,546

Federation Coordination

Goal: All resources mobilized by the national societies in the region and their partners are optimally used to improve capacities of the national societies to deliver high quality services with effective advocacy

Objective: The national societies, as well as their partners, have stronger capacities to coordinate their activities and work together more effectively

Progress/achievements:

The national societies in the region see the value of a more coordinated approach and increased cooperation between the Movement components.

Most of the coordination work during the reporting period focused on the effort to streamline roles and responsibilities in relation to the humanitarian response action concerning the operation in and around Iraq. According to the internal agreement within the International Federation of Red Cross and Red Crescent Movement, the ICRC assumed full responsibility to work as the lead agency for the operation in Iraq while the Federation coordinated the operation working with the national societies in the neighbouring countries of Jordan, Kuwait, Iran, Turkey and Syria.

The coordination role of the Federation also involved a lot of interaction with other agencies including UN agencies. The coordination with the UN agencies and other relevant organizations involved a process of ongoing consultation during the preparatory (contingency planning) phase and during the actual conduct of the operation.

Impact:

The lessons learnt from the coordination experience during the operation in and around Iraq helped to raise awareness as to the need to ensure clarity of roles and responsibilities to avoid duplication of efforts.

Constraints:

Owing to the compelling nature of the humanitarian crisis experienced at various stages in relation to the operation in Iraq, some of the national societies had the desire to intervene rapidly, regardless of the security risks involved in the process. Moreover, this tendency continues to pose a challenge against the intention to ensure a well coordinated approach, thereby avoiding the danger of creating parallel structures that can undermine existing Iraqi Red Crescent structures.

Main areas of focus July-December 2003:

- Enhanced cooperation /solidarity based on a series of partnership/CAS processes.
- Improved coordination to increase effectiveness of regional networks including the MENA Gender Network.
- Better coordination of efforts within the Movement, based on closer working links with the ICRC in order to harmonize approaches in terms of national society capacity building support.
- The budget for 2003 has been revised from CHF 260,077 to CHF 37,247 (most of the coordination costs are accounted for within the support to the operation in and around Iraq).

International Representation

Goal: Services of the national societies in the region have achieved a greater degree of impact and visibility

Objective: Services of the national societies in the region are effectively complemented with strong advocacy to ensure better prospects for sustainability

Progress/achievements:

The Arab League Member States have greater awareness about the mission of the Movement in terms of improving the situation of the most vulnerable and how it goes about achieving this mission.

- A memorandum of understanding (MoU) has been signed between the Arab League and the International Federation of Red Cross and Red Crescent Societies. The MoU provides a basis to strengthen cooperation

between the Arab League and its specialized institutions, on the one hand, and the International Federation and the Member Societies, on the other hand, on matters of common interest.

- Another MoU was signed between EMRO/World Health Organization and the International Federation of Red Cross and Red Crescent Societies, creating the basis for systematic collaboration in matters pertaining to health. The MoU establishes a framework for cooperation between the International Federation and EMRO/WHO to develop and implement joint initiatives to support the countries of the region in achieving health for all through the coordinated efforts of the Ministries of Health, national societies of Red Cross/Red Crescent and EMRO/WHO offices in the respective countries.

More media organizations are frequently highlighting the humanitarian issues advocated through the Red Cross and Red Crescent network in the region.

- The concentrated presence of a large number of media organizations in the region (in relation to the operation in and around Iraq) created an opportunity for the regional delegation to intensify dissemination/ promotion of the humanitarian work and the capacity building effort the Federation is involved in working with the national societies in the region.

Impact

The dissemination effort carried out in connection with the operation in and around Iraq had a significant 'profile value' consolidating the basis for building up a stronger positive image within and outside the region.

Constraints:

The fact that most of the organizations with a regional mandate are based in Cairo, whilst the regional delegation of the Federation is based in Amman, often affects negatively the process of linking up with regionally based organizations including UN agencies.

Main areas of focus July –December 2003:

- More effective working links developed and implemented with the Arab League and other organizations including UN organizations.
- More intensified advocacy/representation highlighting the ongoing and emerging humanitarian challenges in the region including those in Iraq and Palestine.
- The budget for 2003 has been revised from CHF 286,590 to 38,698 (most of the representation costs are accounted within the support to the operation in and around Iraq).

Field Management

Goal: The Federation support in the region is based on greater coherence and performance with a higher level of accountability

Objective: The Federation support in the region is based on more efficient planning and management

Progress/achievements:

The Federation delegations/representations in the MENA region effectively work as a team based on a more conducive performance environment.

- A progress review meeting was conducted in Amman, Jordan (28-29 April 2003) bringing together the region's Heads of Delegation. Also attended by the Director of Cooperation and Development Division and the Head of MENA Department, the meeting was organized to discuss progress in relation to appeal 2003 and to take stock of the operation in and around Iraq. The future organization of the MENA field structure was also discussed.
- Monthly management reports are produced and shared internally (within delegations and the Secretariat). The monthly reports provide timely information and are intended to be used as important monitoring tools.

The financial/material resources dedicated to delegations/representations in the field are optimally used with the regional finance unit providing the necessary capacity building support in financial management. The Regional Finance Unit (RFU) has provided the necessary technical and professional support to delegations in terms of:

- processing monthly financial reports, review of budgets prepared by delegations, assistance and advice on the preparation of financial reports to donors.
- technical support (including training) on the use of the Federation financial systems and tools.

Impact:

- Greater coherence, in terms of planning and management of the Federation support in the region based on effective monitoring.
- Improved accountabilities based on increasing technical and professional support through the RFU.

Constraints:

- The effort to ensure sound financial management systems within delegations often faces a constraint as the finance staff working in the delegations have limited technical capacities.
- Despite the effort being made to strengthen the RFU as a regional focal point for dealing with all issues related to financial management, the tendency of some delegations to communicate directly with the Secretariat without involving the RFU often creates operational problems and, at times, duplication of efforts.

Main areas of focus July –December 2003:

- Enhanced quality control capacities based on timely and accurate financial reporting.
- Improved financial management based on operationalization of up-to-date systems and tools, e.g., CODA & FRT.(v.9- FLIT).
- Increased national society capacity building in financial management based on training of staff and volunteers.

For further details please contact: Evgeni Parfenov, Phone: 41 22 730 4325; Fax: 41 22 733 03 95; email: evgeni.parfenov@ifrc.org

All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

REQUESTED IN APPEAL CHF ----->				2'267'248	TOTAL COVERAGE 65.3%	
CASH CARRIED FORWARD				198'205		
BRITISH - RC		36'000	GBP	77'328	04.03.03	DISASTER PREPAREDNESS CO-ORDINATOR
BRITISH - GOVT/DFID (04)				265'000	24.02.03	DISASTER PREPAREDNESS, CBDP/RIS, DISASTER MGT, DISASTER RESPONSE
BRITISH - GOVT/DFID (04)				220'000	24.02.03	INSTITUTIONAL DEVELOPMENT
BRITISH - GOVT/DFID (04)				130'000	24.02.03	HEALTH, HIV/AIDS
BRITISH - GOVT/DFID (04)				105'000	24.02.03	INFORMATION
BRITISH - GOVT/DFID (04)				38'500	24.02.03	CO-ORDINATION
BRITISH - GOVT/DFID (04)				40'000	24.02.03	INTERNT'L REPRESENTATION
DANISH - RC				38'000	01.04.03	PROGRAMME CO-ORDINATOR LEBANON
PROSJEKT MENTAL HELSE		500'000	NOK	93'500	27.03.03	PSYCHOSOCIAL SUPPORT
PROSJEKT MENTAL HELSE		500'000	NOK	93'500	08.05.03	PSYCHOSOCIAL SUPPORT
SUB/TOTAL RECEIVED IN CASH				1'299'033	CHF	57.3%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
DENMARK	DELEGATE(S)			50'102		
FINLAND	DELEGATE(S)			41'396		
FRANCE	DELEGATE(S)			29'733		
GREAT BRITAIN	DELEGATE(S)			59'959		
SUB/TOTAL RECEIVED IN KIND/SERVICES				181'190	CHF	8.0%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	