

ANNUAL REPORT



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

NORTH AFRICA REGION

31 May 2004

In Brief

Appeal No. 01.92/2003

Appeal target: CHF 1,422,656 (USD 1,142,000 or EUR 932,500)

Appeal coverage: 36% ([Click here to go directly to the attached Financial Report](#))

Related Appeals: Middle East & North Africa Region Annual Appeal no. 01.93/2003 (click below)

http://www.ifrc.org/cgi/pdf_appeals.pl?annual03/019303.pdf

Morocco Floods (Emergency Appeal 32/02),

Tunisia Floods (Emergency Appeal 04/03),

Algeria Earthquake (Emergency Appeal 14/03)

Appeal 2004: North Africa Regional Programmes Annual Appeal 01.88/2004 (click below)

http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/018804.pdf

This annual Report reflects activities implemented over one-year period; they form part of, and are based on longer-term, multi-year planning. All international assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>

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Regional Programme Analysis

2003 was marked by a series of disasters in the North Africa region that obliged most of the national societies concerned to mobilize their limited resources and capacities, temporarily disrupting the implementation of other programmes. Hence, the main focus was placed on Disaster Management and particularly on development of the integrated approach in training, response and capacity building.

In spite of the heavy workload caused by the emergency response, the regional programmes progressed thanks to the great commitment of the National Societies and the well designed nature of the activities planned.

The funding received for this Annual Appeal (01.92/2003) was extremely poor (15 percent in response to 36 percent pledged), and the Federation's regional office adjusted accordingly by exclusively supporting earmarked projects and to try and secure some funding for regional workshops and networking. Due to the generous

contributions received at times of disasters, funding was made available to support Disaster Preparedness, Health and Capacity Building programmes in the disaster stricken country. While the response to the regional appeal was CHF 275,000, thanks to the traditional support of the Finnish Red Cross and the Department for International Development (DFID), the regional office was obliged to manage a financial volume of almost CHF 6 million earmarked for disasters in the region.

The North Africa Region is comprised of Algeria, Egypt, Libya, Morocco and Tunisia.
(Click on the name of the national society below to access the contact details)

[Algerian Red Crescent Society](#)

[Egyptian Red Crescent Society](#)

[Libyan Red Crescent Society](#)

[Moroccan Red Crescent Society](#)

[Tunisian Red Crescent Society](#)



This funding issue remains a serious concern, as the region is prone to disasters. In this context, preparedness programmes could be certainly more effective and appropriate than reactive, emergency response activities only. North African National Societies have been learning from those emergencies. They are highly motivated to upgrade their skills and capacity to increase their effectiveness in the delivery of assistance. The needed changes aiming at adapting and upgrading the organizational structures of the societies should be considered as a long-term process that needs to be supported by stable and long-term funding. Development programmes of the national societies from North Africa do not seem to be on the agenda of Red Cross and Red Crescent partners, despite real needs and willingness from the National Societies in the region.

In order to undertake an effort to remedy the situation, the regional office is supporting national societies in developing strategic partnerships at the local/national level and exploring ways to access new sources of funding, through the implementation of global agreements signed between the Federation and various partners (United Nations, private sector).

Particular attention was paid also to regional cooperation by considering new models to collaborate effectively, intensifying the dialogue within the region and with other Red Cross and Red Crescent partners (French, Spanish, and Swiss Red Cross, and the International Committee for Red Cross), reducing the gap between bilateral and multilateral programmes, reinforcing the Movement approach and proposing to the national societies a stronger coordination and coherence in the overall programming.

Continuing the Federation's endeavour to support the capacity building efforts of the national societies in the region, in April 2003, a new Head of Delegation (HOD) was appointed and recruitment of a Disaster Management delegate was completed. A Project Coordinator for the Earthquake operation is based in Algeria and is a member of the regional team. The expertise in the fields of Health and Organizational Development (OD) is provided according to needs and resources available from the regional office for the Middle East (English and Arabic speakers) or from the regional delegation for West Africa (French speakers). The option of using the expertise of

the Spanish Red Cross and French Red Cross (traditional supporters of the Maghreb) has been seriously envisaged. Hopefully, the region will shortly rely on its own expertise, as soon as the pool of expert is established.

The Secretariat's Strategy for Change has been the basis for the re-positioning of the role of the regional office; ensuring a closer proximity to the National Societies (both geographically and approach wise), using and sharing the existing regional resources (in-country and/or at the regional level), supporting them in the delivery of efficient services and assistance to the vulnerable. The role of the National Societies as the central actors within the region was re-emphasised, with the regional office taking on the facilitating role as opposed to an operational one.

Objectives, Achievements and Constraints

This annual report aims to present final results of programme activities, identify areas for improvements, and clarify the funding situation and its implication on programmes, national societies and their beneficiaries.

Health and care

Objective: The capacities of National Societies to work in community programmes, including youth and volunteers in advocacy and services, is significantly enhanced so as to bridge gaps between health promotion, disease prevention, first aid, disaster preparedness and social welfare.

HIV/AIDS:

The total amount received for this programme is €70,000 or CHF 105,000 (37% of the overall Appeal response)

	Algeria	Egypt	Libya	Morocco	Tunisia
<u>Campaigns</u>		TV spots, radio messages, celebration of RC days (8 May/1 Dec), Call for non discrimination of AIDS patients	Fight against discrimination	Campaign for celebration of May 8, World Aid Day	Campaign for celebration of May 8, World Aid Day
A series of stamps and posters entitled "You cannot get AIDS by..." have been released in Arabic as part of the Federation's ongoing worldwide anti-stigma campaign. The series aim at dispelling common misunderstandings and misconceptions about HIV/AIDS transmission. Material was disseminated to North African societies and their branches.					
<u>Training of Trainers (ToT) HIV/AIDS workshops</u>			Project with UNICEF/UNAIDS in 48 branches	ToT –HIV/AIDS workshop for provincial trainers	Target: provincial trainers
<u>ToT Peer education / RH</u>	W/shp in Tunisia Participants	W/shp in Cairo Participants		W/shp in Tunisia Participants	W/shp in Tunisia Participants
<u>Projects</u>	Mainly working with the National Committee, NGO and Ministry of Health	HIV/AIDS awareness educational programme (TV spots)	Raising awareness, support people living with HIV/AIDS. Appointment and training of provincial coordinators Projects for affected children	Agreement signed with the French NGO OPALS. Awareness programmes during the summer (linked to Migrants holidays)	Peer education / youth programme

Partnerships	ARCS part of the national AIDS committee, close collaboration with MoH, WHO, UNICEF	WHO, UNAIDS, UNFPA, NGO's association affiliated to USAID - Close collaboration with MoH	Collaboration with WHO, Scout, Youth Federation and National HIV/AIDS Committee and African Center for HIV/AIDS Control	Contact with WHO, UNAIDS Close collaboration with MoH (agreements under preparation), good coordination with local NGO's Recently part of the GFTAM coordination committee	Contacts with UNICEF / UNAIDS- Coordination with local NGO's committees. Part of the Pan Arab network
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Thanks to the Finnish Red Cross/Government contribution, modest funds were made available for HIV/AIDS projects. The funds were mainly earmarked for Egypt. The Egyptian Red Crescent developed awareness and educational programmes and produced two TV spots. Other funding was made available by DFID, in response to the Health component of the Middle East & North Africa Region Appeal (Appeal no.01.93/2003) and was used to initiate HIV/AIDS awareness and peer education programmes, involving youth sections in the local Red Crescent committees (branches) in Morocco and Tunisia.

At the regional level, Training of Trainers workshops were organized in Egypt and Tunisia through regional networking. This activity was done in close collaboration with United Nations Population Fund (UNFPA), the American University of Beirut and the International Planned Parenthood Federation (Arab World Regional Office) and has involved representatives from the five national societies. This partnership is to be continued in 2004 and will ensure continuity with this first round of workshops.

All five national societies have established contacts, developed partnerships with their national AIDS authorities being members of their national coordination committees. Contacts are established with UN agencies (UNAIDS, WHO, UNICEF), local NGOs and regional network (Pan Arab HIV/AIDS Network).

The North African National Societies have been very active in conducting the HIV/AIDS advocacy campaigns but were slowed down by a lack of funding to support adequate promotional and educational material. Most of them have worked out a national Plan of Action based on the ARCHI programme and the Ouagadougou Declaration (Pan-African Plan of Action) and wish to implement projects as soon as possible. Hopefully, the development of partnerships as well as the efforts from the societies to position the Red Crescent as reliable partner of their respective Ministry of Health will help in accessing new sources of funding. In Morocco, the Moroccan Red Crescent has recently joined the Coordination thematic group for the Global Fund and hopes to access project funding in 2004.

In March 2003, an agreement was signed between the Federation and the Eastern Mediterranean Regional Office of the World Health Organization (EMRO). Two meetings were held during the last quarter of 2003 with the Representative of EMRO to discuss how the national societies of North Africa can access funding or resources. Discussions are still ongoing on how to enforce this global agreement through direct support for project implementation in countries concerned.

National Societies have expressed genuine interest in conducting the projects and concerns on being responsive in the area of HIV/AIDS. This new attitude is to be considered as a great achievement and the result of an efficient, successful and patient approach from the Health Delegates in the region. Not long ago, HIV/AIDS was a real taboo in this highly conservative region. It has been a challenge to create an opening within the Red Crescent, to acknowledge the outbreak of AIDS and to recognize the necessity of awareness promotion to avoid potential

infection. All this was made possible with the pressure of the international community, with a better sharing of knowledge and experience (regional meetings).

HIV/AIDS is now perceived as a priority and national societies are requesting more support from the Federation to develop and implement additional projects both at national and branch level, to mobilize their volunteers, youth, and women for these activities, especially in the field of awareness and education. However, in the meantime, to compensate the lack of external resources, the national societies are maximizing their existing potentials by integrating the global fight against HIV/AIDS into ongoing activities and using any kind of national events to prepare and inform the communities. Much more can and need to be done in this important period through Federation support to these National Societies. (For more information, please revert to the programme update http://www.ifrc.org/cgi/pdf_appeals.pl?annual03/01920301.pdf)

Psycho-Social Support: “Passive Victim, Active Survivor”

Psychological trauma is often insidious. Following the disasters that struck three countries in 2000-2003, Red Crescent Societies identified a need to provide psychological support to their own staff and volunteers involved in emergency assistance programmes, as well as to equip them with necessary skills to provide psychological first aid to the affected populations. Psychological support to victims is increasingly becoming a main component of the work of the Red Cross and Red Crescent societies in the Middle East.

The national societies in the region have various experiences and needs based on their own country characteristics, but most of them have recognized the importance of strengthening their skills and capacity in this area. The International Federation’s training module on “*Psychological support with a community-based approach*” was introduced for the first time in the region. The objective was to provide national societies with tools on how to support people in difficult times. The expertise and support were provided by the well established Psycho-Social Support Programme (PSP) Unit in Amman (project attached to the Regional Delegation Health Unit, funded through the Reference Center in Copenhagen, Denmark). It is hoped that this unit will continue to be supported adequately as the requests and expectations of National Societies in the region are increasing. Support of the Copenhagen reference centre will be of key importance.

On the regional basis, two networking workshops were organized to facilitate the sharing of expertise and knowledge. PSP material was translated in French and Arabic to support the societies in their work, while further translation work is underway in order to provide better tools to the national societies and training materials for future trainings. Selected modules of the Community Based PSP Training manual are already available in French.

As mentioned in the overall analysis, the regional office, taking into consideration the poor funding of the region, the limited resources and structures of the North African National Societies, developed an integrated Disaster Management approach in which Emergency Health represents an important component. Since August 2003, a project was elaborated with three national societies (Tunisia, Algeria and Morocco) and is intended to support the development of long-term community-based capacities for disaster risk reduction. This project is being supported by the Swiss Government (SDC) for a period of three years. One of the three objectives of the project is the promotion of psychological health, enhancing the capacity of the national societies to respond effectively to the psychological effects of natural or man-made disasters through integrating psychological support component into the existing First Aid programmes. This proposal was well received by the Donor. A pledge for the three years support was received and the project has started in the first quarter of 2004, after the signing of the project agreement. This programme is complementing existing priorities of the societies themselves, their local government and community partners.

On the national level, the **Egyptian Red Crescent** was very active and following an initial training provided with the support of the regional PSP coordinator, has decided to replicate the training thus increasing the number of staff trained to cope better with stressful situations. As a result of the support of Finnish Red Cross, two workshops were organized by the Egyptian Red Crescent, adapting the training material to country needs and cultural specificity.

The Algerian Red Crescent has a very long experience with psycho-social support. The President of the national society was one of the very few people who outlined the importance of PSP. As a result, Psycho –Social Support was included in the 1999 Pan African Declaration (Ouagadougou Declaration, where PSP was linked to the HIV/AIDS work). Since many years and with the support of the International Committee of Red Cross (ICRC) and the French Red Cross, the Algerian Red Crescent has been developing PSP programmes targeting women and children victims of violence. A strong network of well trained psychologists (more than 250) is in place. The National Society now wishes to expand its programme and to link better the PSP approach within the Disaster Management area of work. This request was very much reinforced after the latest earthquake in May 2003.

The terrorist attack in Casablanca (16 May 2003) presented an opportunity for the Moroccan Red Crescent teams to mobilize and intervene rapidly to the situation, complementing the work of the Civil Defence. During the debriefing sessions of the operation, all staff, volunteers and Moroccan Red Crescent personnel were unanimous on the importance to be better prepared to this new type of disaster and, especially in the field of psychological support, the response teams to cope better with the situation and to be in position to provide psychological first aid to the victims and their families. As a result of this recommendation, a small Psychological Support component was introduced at the Disaster Management training workshop organized by the Federation in Morocco in July, 2003 and followed by another workshop on Psychological Support organized by the Moroccan Red Crescent. Those trainings alone, however, were insufficient. The volunteers required more advanced approaches to be able to handle disasters. During the field visits by the Federation representatives, several interviews were done with volunteers and staff from the Moroccan Red Crescent. A huge need for psychological support training was highlighted and a need for professionals in the field of psychological support to intervene in disasters was flagged by both the management of the Moroccan Red Crescent and the volunteers in the branches.

Psychological Support has become one of the highest priorities in North Africa. A long term objective has been defined for the next few years. However, the regional office, supported by the PSP coordinator is looking at involving the other key players intervening in Psycho-social Support (Participating National Societies, ICRC, Government, WHO, UNICEF). The whole process will start by a mapping exercise, consultations, information, discussions on the different roles and approaches, as to provide an added value to PSP strategies of the national societies and to help positioning better themselves within their civil societies.

Polio Eradication: Egyptian Red Crescent

While entirely carrying out its activities in 2003 (large vaccination campaigns organized with the Ministry of Health for children under five years of age), the Egyptian Red Crescent reinforced its working relationship with the Health authorities. More than 760 Egyptian Red Crescent volunteers were integrated into teams composed of personnel from the Ministry of Health (MoH). Three consecutive rounds of vaccination were organized in the last quarter of 2002 along with a media campaign, and two other campaigns were organized in 2003. Funding for this activity was made available through DFID and the global funds.

Community Development: Morocco, Algeria, Tunisia and Egypt

Limited funding was available for these projects, despite the quality and the importance of the initiatives. Nevertheless, the national societies remained very active and have continued their traditional social activities to support vulnerable communities. They are also looking pro-actively at establishing new partnerships (UNDP, UNICEF, USAID) to support these projects. Cooperation with the Government and local authorities (especially in Morocco) was strengthened, which resulted in a better comprehension of the Red Crescent role at community level.

The community centres, which were essentially focused on literacy classes and vocational training for women and young people are slowly evolving in **Algeria, Morocco and Tunisia**, thus becoming multi-purpose centres, addressing newly emerged community concerns such as Health promotion (First Aid, HIV/AIDS, PSP) prevention of diseases (Diabetes, trachoma, etc.), and risk reduction. The local authorities and some donors have expressed their interest in this approach and are exploring new possibilities for co-funding.

The **Egyptian Red Crescent** has successfully implemented this concept for many years through developmental projects such as:

- Urban Development Project in Nahda City. The project started in the aftermath of the 1992 earthquake for 13,000 homeless households. Ten years after, the number of families have increased to 52,000. Diverse activities such as a literacy programme, training on income generating crafts, health promotion, preventive and curative services, promotion of awareness in cultural and legal fields, establishing of several nurseries and clubs for children, youth, women and elderly, introduction of artistic as well as environmental activities (planting, cleaning campaigns and water disposal) have been carried out. Pioneering activities were further conducted such as Working Children Care Project, Protection of Children at Risk. This project of urban development was presented in the UN Conference on Habitat (1996) among the successful experiments of urban development.
- Development of Squatter Areas and the experiment of Zeinhome Zone. This project started in Zeinhome as it is one of the largest squatter areas in Cairo. Egyptian Red Crescent Society implements the project in full collaboration with the Cairo Governorate and a group of businessmen, institutions and citizens. A social, cultural and health centre was established to provide health and educational services as well as literacy promotion. It has a nursery and training centres for computers and income-generating activities;
- Rural Development: Development of Bile Banks Villages (103 villages) based on an effective and positive community participation. Siwa Oasis Development project: similar to the previous one, a small scale project was implemented to conduct some developmental activities. The project was funded by the Social Development Fund (SDF) and lasted 3 years.

This integrated community based approach deserves attention, encouragement and support from Donors. More information on these projects is available upon request at the Regional Office.

Disaster Management

Objective: The National Societies of Morocco, Algeria, Tunisia, Libya and Egypt have improved Disaster Management (DM) capacities in utilising human and material resources for risk reduction, preparedness and response on local, national, regional and international levels.

Except Libya, all the other North African countries were severely affected by a series of disasters, and most of the resources of the national societies of these countries were mobilized to respond. All these emergency operations were also perceived as an opportunity to measure the response capacity and its effectiveness.



Most of the resources of the National Societies in the North Africa region have been mobilized to respond to disasters

As a very positive development, it was noticed that many lessons learnt impacted the national societies in terms of making them realize the need for strengthening their capacity in the field of Disaster Management. Formal and informal post disaster evaluations and debriefings were very useful to capture those lessons. On the basis of this feedback, the national societies managed to identify their weaknesses, concrete needs and expressed much stronger commitments reflected in their respective Plans of Action. Out of seven emergency operations, Federation assistance was provided through three emergency appeals (Algerian earthquake being the largest one), and Disaster Relief Emergency Fund (DREF) allocations on the small scale emergencies (flash floods). The regional delegation was very much

involved in discussing with the governance of the national societies in the affected countries the modalities of the assistance (discussion with the President of the Algerian Red Crescent on the possible launch of a Federation Appeal, on the deployment of Emergency teams such as Field Assessment and Coordination Teams /Emergency Response Units, on the setting of the Plan of Action based on the recommendations of the FACT; in liaising with the Disaster Management and Coordination Unit at the Secretariat, with Media and Donor support department as well as with technical departments). Once the first emergency phase was completed, the operation was handed over to the regional department for daily management. Considering the limited number of Federation staff in the region (HoD, a project coordinator in Algeria and two local staff), these operations have also had an impact on the regular work of the Regional Office. Due to this reason but also to the heavy workload of the Regional DP Delegate for the Middle East and the late appointment of the regional North Africa Disaster Management Delegate, some planned activities were postponed or not done at all.

Disasters	Algeria	Egypt	Morocco	Tunisia
Floods			November 2002-March 2003 (Mohammedia, Fes, Chichaoua, Settat, Temara Kenitra)	February/ June 2003 (Manouba, Jendouba)
Flash Floods		November 2003 (Upper Nile)	August 2003 (Tan Tan) November/December 2003 (Nador)	September 2003 (Tunis)
Terrorist attacks			16 May 2003 (Casablanca)	
Earthquake	21 May 2003 (Boumerdes)			

(For more details on these operations, please refer to the programme update posted in December 2003. Final reports on these emergency operations are available at the Regional Office upon requested. Additional information on these disasters can be found on DMIS or on articles posted on the Federation web site (www.ifrc.org))

Following the earthquake in Algeria, the Swiss Government expressed an interest in supporting the Algerian Red Crescent through a long term Disaster Preparedness programme (3 years), focusing mainly on support to traumatized children and educational and risk reduction programmes for the communities. The Emergency Appeal for Algeria being over funded, the office approached the Swiss development and cooperation agency (SDC), proposing instead a regional DP project as similar needs exist across the region and have so far not been properly addressed. The proposal was accepted and, through a long consultative process, a 3 years programme was

designed. The goal of this initiative is to enhance capacities of the communities and societies in Algeria, Morocco and Tunisia to respond effectively to natural and man-made disasters by creating safer communities, promoting psychological health and building local disaster response capacities and coordination.

The Goal		
To enhance capacities of communities and Red Crescent Societies in Algeria, Morocco and Tunisia to respond effectively to natural and man-made disasters by		
Creating safer communities	Promoting psychological health	Building local disaster response capacities and coordination
Objective 1	Objective 2	Objective 3
To increase awareness of disaster risks, risk prevention and practice of safe behaviours before, during, and after disasters by youth and their families	To enhance capacity of Red Crescent Societies to respond effectively to the psychosocial effects of natural and man-made disasters through integrating psychological support components into the existing first aid programmes	To strengthen disaster management skills and capacities of communities and Red Crescent Societies at the provincial and local levels using vulnerability and capacity assessment methodology (VCA) and disaster simulation exercises

Built on these axes – creating safer communities, promoting psychological health, building local disaster response capacities and coordination – the programme will complement existing priorities of the Red Crescent Societies themselves, local governments and community partners, as well as partners within the Red Cross /Red Crescent Movement. The goal and objectives of this proposal are in synergy with the priorities of disaster risk prevention and reduction outlined in the *Millennium Development Goals* and in the International Strategy for Disaster Reduction.

This project was not only prepared and discussed with the concerned national societies, but the similar consultative process was carried out also with the main partners involved in the region (French Red Cross, Swiss Red Cross, Spanish Red Cross, UNDP). Owing to feedback and comments, the proposal was adjusted, reflecting better the working environment in which the national societies are operating and providing a coherent approach based on existing needs and expertise available. Details of the project are available upon request at the Regional Office.

Vulnerability and Capacity Assessment (VCA)

Through the above mentioned SDC project, the three national societies have been working during the second half of 2003 on developing a 3 year planning based on the specificity of each country. In addition to individual missions to each of the countries, a regional meeting was organized in Tunis, to present and discuss the overall regional approach. Quarterly planning meetings will be organized in future, not only to review progress, achievements and plans but also to share the experiences. The project implementation is due to start in the first quarter of 2004, after the signing of project agreement.

With the appointment of the VCA regional coordinator, progress was made in Algeria, in the 6 willayas selected for the pilot project. Training has not started yet, due to the large relief operation which has followed the earthquake. Tunisian Red Crescent will start the whole process in 2004.

In Morocco, the training was already completed in 2002, with a subsequent follow up. Plans of Action were prepared but no funding was made available to implement small scale projects at community levels. A refresher course is planned to take place in early 2004 to re-activate the process and through the SDC project, to start the

implementation in few selected branches. Proper evaluation will follow and will be the basis for possible replication in other branches.

The Libyan Red Crescent has expressed an interest to start VCA training, selecting the Benghazi Branch for the pilot phase.

Disaster Response structures and systems, training of volunteers in disaster intervention:

One of the main lessons learned highlights the problems of inadequate DM structures within the national societies, both at the headquarters level and in branches (mobilisation of local, regional and national teams, volunteers & staff management at time of emergencies). This caused problems during the emergencies and also affected the routine work of the societies, as the extra workload is rarely compensated by additional recruitment of staff. This issue needs to be analysed through a proper reflection about the structures and capacity of the societies and should be addressed through an organisational development process. It is a sensitive issue which implies a change process and needs to be addressed carefully. It is interesting to notice that the pressure and demands are coming increasingly from the branches which are looking for stronger headquarters with proper counterparts to deal with. Nevertheless, this change process needs to be better understood at the Governance level. In some cases, it will imply revisions of the Statutes and in all cases, once agreed, this OD process will be time-consuming and costly. Before embarking the national societies in the process, it is important to look carefully on how this process will be supported and by whom.

Confronted to the very poor response of the donors to capacity building programmes for the societies in North Africa, the Regional Office, after discussion with the concerned national societies and the donors decided to reserve an important part in these Emergency Appeals Budgets for Capacity Building (from Relief to Development).

Training Workshops

Algeria	Morocco
	February 2003: “Rabat Meeting”- meeting called by the Ministry of local Development, Environment and water resources with 150 Representatives from government, local authorities and scientific community. Opportunity for Moroccan Red Crescent to debrief on Floods 2002, to network and to position the National Society. National strategy for DM discussed as well as coordination mechanisms
October 2003: logistic training DP stocks and operational procedures	Feb 2003: 50 volunteers trained in DM
	July 2003: Training of DM trainers (15) – logistic training
	July 2003: Agadir - 9 days Simulation exercise with 150 staff & volunteers from 73 CRM offices, and with other governmental partners Creation of 8 National Intervention Teams
	October 2003: Moroccan Red Crescent volunteers sent for FACT Training in Denmark

First Aid and the integration of a DP/DR module in the FA Curricula:

Little progress was achieved against these expected results, except that a main process of reviewing the First Aid Curriculum and to adapt it to the Arabic context has started and will be completed in 2004. The French Red Cross is very active supporting the Algerian Red Crescent in this field. First Aid (FA) manual was completed. This material has been shared with the two other French speaking national societies (Tunisian and Moroccan Red Crescent) and will certainly benefit them as well. The Regional Office attempts to increase the regional expertise and has invited the French Red Cross to visit and discuss possible support to the region (not only financial but also in the form of human resources and experts that could be made available by the French Red Cross). Positive developments, willingness and openness have been noticed and a concrete proposal is expected to be materialized in 2004.

DP stocks and procedures, relief monitoring and reporting:

In Algeria, a delegate was recruited for a three months period, to support the Algerian Red Crescent in the management of international donations received in response to the earthquake. The Delegate took the opportunity to analyse the Algerian Red Crescent's current system, highlight its strengths/ weaknesses and finally to elaborate a tailored and comprehensive training package. The main objective of the project was to support the national society in establishing adequate tracking mechanisms to monitor adequately the movement of goods in the specific context of the operation. The package was handed over to the Algerian Red Crescent and training was organized with the National Society staff. More refresher courses are planned to support the Algerian Red Crescent in adopting and setting up/ reinforcing structures to implement those procedures. In the area of reporting, a specific person was appointed by Algerian Red Crescent, but unfortunately was quickly re-assigned to another department. The reporting workshop was also postponed to 2004, due to a time constraint.

In Morocco, training was provided on general logistic matters but it needs to be followed up by workshops covering specific topics. In 2003, despite the request from the Moroccan Red Crescent, funds were not available to organize those workshops.

Disaster Preparedness Plans:

No progress was made in Libya in this field. So far, the national society did not request any support in relation to the issue. In Morocco, the national society is very active as there is a serious momentum from various national stakeholders since 2002 floods, when the Moroccan Red Crescent response capacity was for the very first time well acknowledged by the authorities. The Moroccan Red Crescent was regularly invited to participate in the coordination committees and to reflect on better contingency plans. A national DP plan was produced by the Moroccan Red Crescent with the support of the regional DP Delegate from the Middle East office. It needs to be disseminated through the National Society structure and tested during the simulation exercise.

Networking among the national societies in the region:

The process is ongoing through participation of national societies' staff at regional trainings. The Leaders have already several fora for meeting and discussions. Three of the five Leaders are represented in the Federation Board (the Secretary General of Egyptian Red Crescent is the Vice-President of the Federation, the President of Algerian Red Crescent and the Secretary General of Tunisian Red Crescent are active members of the Board) and the Secretary General of the Libyan Red Crescent is a member of the Health Commission.

The regional office is developing opportunities for mid-managers from the national societies to meet, share experience and develop a regional culture. The planning is carefully done with the Regional Office for Middle East. In 2003, many regional workshops were organized in the field of Health, PSP, Organizational Development, Gender, Information, etc. However, some of the North African National Societies have expressed concerns regarding the number of trainings organized in the region or elsewhere and the limited resources available in their societies. They expressed their preferences for in-country training, as to provide a chance to more staff to be trained. The Regional Office took note of this remark and reviewed the planning, balancing better the two approaches. One way to do this was to identify programme counterparts and to systematically invite one or two

participants from the region to attend an in-county training. It has been an interesting and positive experience for people to get to know each other and also for the “observers”, to go back to their national societies, debrief and decide whether or not a similar training could be organized in their respective societies. Constructive feedback was received from the national societies on these initiatives.

Organizational Development

Objective: All North African National Societies have skilled human resources at different levels of the organisation, supported by an improved and diversified financial base; they have efficient systems and procedures that are in line with Federation gender policy.

The budget allocated for the programme was CHF 416,813 and was based on good mapping and realistic priorities defined by the national societies. The Organizational Development (OD) programme focused on:

- reinforcing the leadership capacity of both governance and management at the headquarters and in the branches;
- reinforcing staff and volunteers’ capacities to plan, implement and monitor activities in Tunisia and Algeria;
- initiating a strategic planning process in two national societies;
- developing Branch Development Programmes to include training of leaders;
- reinforcing the volunteer management in two societies at least;
- initiating pilot financial resource development projects;
- working on the gender programming.

The funding received for these very valid objectives was CHF 32,590 in June 2003, with additional funding (CHF 15,000) granted in November 2003.

However, through regional meetings, participants from North Africa societies had an opportunity to network, gain new skills and improve the management of their programmes and activities. Representatives of the five North African Societies have participated in the first of the three modules of the Leadership Course. Two additional modules will be delivered in 2004. There is still an increasing demand to extend this Leadership Course at the national level and especially at the branch level. With the funds available, it was decided to translate the set of newly produced training material, which was available in English only. Translation of the Branch Development programme (including some modules of the Leadership Course) and the Capacity Building Framework, in French and Arabic, will be finalised in 2004. By that time, funding will be hopefully available to carry out OD projects in Algeria, Morocco and Tunisia. In Algeria, funding was partially secured through the Emergency Appeal. Review of training material is planned to be carried out jointly with the Society and the ICRC allowing for systematic and comprehensive training based on the use of appropriate materials. Training of Trainers will be conducted in order to create a local capacity and a plan of action will be agreed for the training of the branches.

Progress was made in the strategic planning process: Libyan Red Crescent developed a draft strategy as a working document. Moroccan Red Crescent produced a two year Plan of Action, which is to be considered as a first attempt towards a more strategic planning approach. Tunisian Red Crescent has its strategy, well disseminated throughout the branches and being considered as the framework for the development of programme and activities. Self-assessments were carried out by four of the five societies, but follow up was not an easy task and so far no successful results were achieved. Despite consultation and discussions with the leaders of the societies, these OD tools are still perceived as western practices and while these concepts may be accepted in principle, their implementation remains a challenge for the national societies which are operating in highly centralized environments. It could become a sensitive issue that needs to be addressed carefully. The year 2003, which was marked by so many disruptive disasters, hasn’t provided an adequate environment for the national societies to conduct a proper analysis. However, it is also important to note that these disasters highlighted also weaknesses at both governance and management levels.

Taking into account the above mentioned constraints, it was decided to address elements of the OD process by including them directly as a programme component (Disaster Management/Health integration, planning,

accountability, transparency, delegation of authority to counterparts, monitoring, reporting, etc.). This approach has proved to be successful. As a result, a satisfactory planning process was conducted with the national societies to prepare the 2004-2005 Appeal. Operational planning is available in four of the five national societies and is aligned to the *Strategy 2010* of the Federation. This approach will continue to be used until societies become confident to address the needed OD change process. During the International Conference, a meeting with the National Society leaders was organized. It was proposed to re-activate the consultation process on a regular six month basis. The idea was welcomed and the next meeting will be organized in Tunis, by the Regional office, in early February 2004.

In the area of Resource Development, no progress was made, due to lack of funding. However, the national societies have been pro-active in developing strategic partnerships with Government, local authorities, NGO's, UN agencies and in exploring new ways of accessing potential funding. The Regional office has been supporting their efforts in joining the national societies' representatives in introductory meetings, outlining their international dimension as members of the Federation. In that sense, it can be said that the North African National Societies have been successful in diversifying their financial base.

Volunteers and Youth management remains an important priority for the societies. Support is very much needed in developing proper policies and procedures at the national level. Tunisian Red Crescent has expressed interest to organize a regional workshop, gathering Red Crescent representatives and representatives from the Ministries to reflect on the status of the volunteers and their management (recruitment, mobilization, retention, training, etc.).

Activities and OD related Workshops/ seminars

Algeria	Egypt	Libya	Morocco	Tunisia
Leadership Course (1 st of 3 modules) – francophone session - Geneva	Leadership Course (1 st of 3 modules) – Arabic/ English in Amman Regional Office (RO)	Leadership Course (1 st of 3 modules) Arabic/ English in Amman RO	Leadership Course (1 st of 3 modules) Arabic/ English in Amman RO	Leadership Course (1 st of 3 modules) Arabic/ English in Amman RO
Regional Basic Training Course organized with ICRC for Iraq operation (team of medical staff)	Project Planning Process Course	Project Planning Process Course	Project Planning Process Course	Basic RC/RC Courses for the 24 Tunisian Red Crescent Society Branches organized jointly with ICRC
	OD Workshop in Tunis	OD Workshop in Tunis	OD Workshop in Tunis	
			FACT Training Course (1 participants)	
Branch Development programme – First step: translation of training material in French and Arabic – Programme to be started in Morocco, Algeria, Tunisia and hopefully in Egypt.				

Humanitarian Values

Objective: To support the work of National Societies and their interaction with authorities and other community actors in promoting Fundamental Principles on grass root level, by using and sharing best practices to reduce discrimination and violence in the community.



Fundamental Principles are promoted in North African National Societies through the celebration of Red Cross/ Red Crescent days

Fundamental Principles are very actively promoted in the North African national societies through their activities, and the celebration of the Red Cross/Red Crescent days (Blood Donors Day, Road Safety, 8th May, First Aid Day, World Aids Day and other specific national events). The Regional office has been supporting these efforts through the production and dissemination of promotional and information material (posters, leaflet, gadgets). First Aid and HIV/AIDS campaigns were well organized thanks to the support of the Health and Media Departments who did a remarkable job in the preparation of the package and the press releases. The professionalism was acknowledged as having a valuable support from the Secretariat. This has also raised expectations from the National Societies that the same level and quality of support will be available for the next events.

A pilot workshop on the Global Action to reduce discrimination and violence in the communities was organized in Tunisia in September, jointly with the Principle and Values Department at the Secretariat. Three representatives from Morocco and Algeria attended the workshop as observers. The workshop was a real success. The profiles of the participants were very different and provided a real added value to the group dynamic. This workshop was the first step of the programme and was meant to introduce the concept of discrimination, to provide tools to support the designing and the implementation of local action at the regional and/or national level. An important objective was to offer an opportunity to discuss the issue of discrimination in a practical way, to identify problems and possible action to be implemented in the communities of the participants. The second phase of this project will be carried out in the second half of 2004 and will focus on an evaluation of the actions planned, implemented and on a strategic approach to the promotion of humanitarian values.

Algerian Red Crescent, Moroccan Red Crescent and Egyptian Red Crescent have expressed interest to organize similar workshops. Two workshops at least are planned to take place in 2004, with an additional one to be held if funding will be made available.

Due to funding constraints (annual budget: CHF 82,000, Funds received: CHF 18,000), the National Societies were encouraged to integrate the promotion of Humanitarian Values within all their programmes and activities (social welfare programme, HIV/AIDS, First Aid, Disaster Preparedness...etc.).

Federation Coordination

Objective: The National Societies of North Africa are strengthened through regional cooperation and working together with their partners in a coordinated manner

One of the main achievements of the Regional office during its three years of existence is that the North African societies are now better connected with each other and appreciate each other's experiences. Contacts and sharing of experiences between the National Societies are becoming frequent and easier, compared with the previous years. This year it was translated by a willingness to discuss various experiences from flood operations and other disaster situations in order to be more efficient at home, as well as encourage and subsequently create regional cooperation in disaster management. Within the core areas, common issues of concern are emerging in the North African national societies (Psychological support, Migrants, Road Safety, standardized regional First Aid curriculum, exchange of staff, experience sharing, etc.).

The Regional office is encouraging National Societies to take the lead on selected regional themes. In this context, the Federation office is facilitating regional dialogue and plays a link role within the region. Various regional projects and initiatives are developing slowly. Tunisian Red Crescent and Libyan Red Crescent are envisaging regional projects on HIV/AIDS and migrants. The Moroccan Red Crescent, very active in Road Safety, is willing to organize a regional meeting to discuss different approaches and experiences in this area of work and is exploring with the Federation office a possible funding from the European Union (EU) or the World Health Organisation (WHO) for the project. The Tunisian Red Crescent has also expressed some interest in organizing a regional Volunteer Management Workshop in Tunis. In the context of preparations for the next Pan-African Conference, the Algerian Red Crescent has offered to work on a regional concept paper on HIV/AIDS and Psychological Support. The Regional office actively supports these initiatives and is committed to provide all necessary support (technical, human or financial).

This new attitude is considered as a constructive achievement for the National Societies who use to concentrate exclusively on their national issues. It has also a direct impact on the implementation of regional programmes and activities, as the National Societies recognize values of the regional approach and are taking progressively the ownership of the programmes.

During the last eight months, the new Head of Delegation (HOD) was not only able to visit all five National Societies to meet the Governance but also was able to visit field projects, thus understanding better the specific realities and the working environment of each society.

Good working relations and coordination with the ICRC and partner societies providing bilateral assistance in the region have been established. The Regional office based in Tunis maintains also regular contacts with partner national societies interested in supporting the region. In October, the Desk Officer from the French Red Cross visited the office and modalities for future cooperation were discussed. Desk Officer from the Swiss Red Cross paid also the visit to Regional office in order to get a briefing and discuss future plans in the region (mainly Algeria). Regular contacts are maintained with ICRC Regional Office for Maghreb, based in Tunis as well as the ICRC support service unit based in Cairo. Plans are shared and joint activities are organized in the field of Disaster Management, Promotion of Fundamental Principles, and Regional Cooperation.

Regional Human Resource Pool of Experts has not been established yet. Preparatory work is underway. Data is being gathered from the five North African Societies concerning staff and volunteers that have participated in training organized by the Federation during the last three years. The next step will be to develop criteria for experts / resource persons, so that the societies can present candidates. As no funding is available for this project, it is planned to submit an application to the Capacity Building Fund. It is envisaged to enlarge the region to cover the entire Mediterranean basin, thus linking better traditional partners as it is the case of French and the Spanish

Red Cross on one hand and Moroccan, Algerian and Tunisian Red Crescent on the other. This could greatly facilitate cooperation as these societies are used to work closely with each other.

The CAS process with the Moroccan Red Crescent has not started as planned, due to several constraints and will be taken forward in 2004.

International Representation

Objective: The Federation and its member national societies in North Africa will be recognized in an important role advocating for the most vulnerable.

The representation role of the Federation involves a lot of interaction with ministries, other bodies and agencies including UN and/ or NGOs. Visits and meetings were conducted jointly with leaders from the National Society. At the regional level, these visits were an opportunity to explain the Federation role and mandate and to look for areas of cooperation between the institutions.

During the period, two important agreements were signed in Cairo, the first with the WHO/EMRO office and the second with the Arab League. The process of the implementation of these agreements into concrete projects is currently underway with the Regional Office for Middle East. Meetings with those organizations have established a solid ground for future cooperation in respective areas.

At the North Africa level, contacts were made with UN agencies (UNDP, UNHCR, UNFPA, UNICEF/UNAIDS), the Mediterranean Center for the reduction of vulnerabilities/WHO regional office based in Tunis, African Bank of Development and several embassies (Swiss, Italy, France, Japan, Spain, Great Britain). The launch of the World Disaster Report in Libya and Tunisia, with the participation of Algeria and Moroccan Red Crescent, was an important platform to represent the Red Cross/Red Crescent Movement as well as to network with key players in Disaster Management. A more strategic approach needs to be further explored, particularly with the view of developing a consistent longer-term strategic approach.

Unfortunately, the Tunisian authorities have not granted yet the long-awaited status agreement to the Regional office. This lack of recognition has a negative impact on the appreciation of the Federation office in the region and poses practical constraints in the daily office management (legal status for the locally employed staff, custom clearance, procurement issues, technical office equipment including vehicles, rental agreements, etc.) Several meetings were held with various ministries and services in charge. A special visit of the Federation Secretary General on the issue was organized in 2002 and a follow-up visit of the Head of the Middle East/ North Africa (MENA) Department was organized in July 2003. It is difficult to envisage the reinforcement of the structure in Tunis without being officially recognized by the hosting country. This is a real constraint that limits the potential of the Regional office for operational matters.

Field Management Programme

Objective: The Federation support to the MENA region will take into account the specific needs and capacities of the North African National Societies and provide better tailored support to these societies.

The volume of tasks performed by the Regional office is steadily increasing along with demands and expectations of the national societies. In line with the Federation's Change strategy, the Regional office is providing and offering a range of services to the national societies in North Africa by managing common Federation resources, exploring new cooperation models, supporting national societies in establishing new partnerships, representing the Federation in external fora, coordinating, liaising and communicating with national societies and supporting them in responding to disasters whenever they occur.

The following activities have taken place to foster knowledge of each national society and provide adequate support tailored to the needs:

- Algerian Red Crescent: three visits related to the earthquake operation and/or the preparation of the Pan African Conference;
- Egyptian Red Crescent: one visit to the headquarters and field visits to the programme sites;
- Libyan Red Crescent: two mission including the launch of the World Disaster Report, field visits;
- Moroccan Red Crescent: two visits including field visits;
- MENA Management Meeting and planning review on a quarterly basis in the Regional office for Middle East;
- Annual HoD Meeting at the Secretariat, International Conference 2003;
- Visits to donors.

Extensive travelling coupled with various disasters that have hit the region and the organization of several workshops has put the poorly resourced office under an extreme pressure. With the recruitment of a Disaster Management Delegate in early 2004 and the possible use of consultancy services from the region, the management of the volume of tasks will improve. The Regional office is not planning to increase the number of expatriate delegates, but will rather look at using local capacities available in the “extended” region and share resources with other Regional offices/delegations (Middle East or West Africa). As soon as funding will be secured for programmes, it is planned to organize some staff exchanges, to coach and train staff on loan from the national societies. However, the position of Regional Health delegate may have to be considered in 2004, as the health related issues are emerging as strong priorities in North Africa and long term support will probably be needed.

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INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.92/2003 North Africa Sub-Regional Programmes

Period: year 2003

Project(s): P82002, 82003, 82162, 82301, 82401, 82601, 82901,

Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	1,422,656				
less					
Cash brought forward	10,924				
TOTAL ASSISTANCE SOUGHT	1,411,732				
<u>Contributions from Donors</u>					
DFID 4- British Government (DFID04)	64,903				64,903
ECHO (DH01)	9,673				9,673
Finnish Govt.via Finnish Red Cross (DGNFI)	135,738				135,738
Finnish Red Cross (DNFI)	38,670				38,670
Monaco Red Cross (DNMC)	215				215
Swedish Govt.via Swedish Red Cross (DGNSE)	26,000				26,000
TOTAL	275,198				275,198

II - Balance of funds

OPENING	10,924
CASH INCOME Rcv'd	275,198
CASH EXPENDITURE	-280,751

CASH BALANCE	5,371

Appeal No & title: 01.92/2003 North Africa Sub-Regional Programmes

Period: year 2003

Project(s): P82002, 82003, 82162, 82301, 82401, 82601, 82901,

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction	80,000	10,206			10,206	69,794
Clothing & Textiles						
Food & Seeds						
Water & sanitation						
Medical & First Aid						
Teaching materials		16			16	-16
Utensils & Tools	20,000					20,000
Other relief supplies						
Sub-Total	100,000	10,222			10,222	89,778
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles						
Computers & Telecom equip.	24,000	3,480			3,480	20,520
Medical equipment						
Other capital expenditures		6,157			6,157	-6,157
Sub-Total	24,000	9,637			9,637	14,363
<u>TRANSPORT & STORAGE</u>						
Warehouse & distribution						
Transport & vehicles	17,000	37			37	16,963
Sub-Total	17,000	37			37	16,963
<u>PERSONNEL & TRAINING</u>						
Personnel (delegates)	432,000	52,454			52,454	379,546
Personnel (regional, national staff)	114,999	17,360			17,360	97,639
Consultants	20,000	23,453			23,453	-3,453
Workshops & training	487,000	829			829	486,171
Sub-Total	1,053,999	94,096			94,096	959,903
<u>GENERAL & ADMINISTRATION</u>						
Travel & related expenses	29,999	20,109			20,109	9,890
Information expenses	52,183	4,346			4,346	47,837
Admin./general expenses	53,003	43,689			43,689	9,314
Sub-Total	135,185	68,144			68,144	67,041
<u>PROGRAMME SUPPORT</u>						
Operational provisions	92,472	18,249			18,249	74,223
Transfers & contributions		80,367			80,367	-80,367
TOTAL BUDGET	1,422,656	280,751			280,751	1,141,905