

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

MIDDLE EAST & NORTH AFRICA REGION

29, May, 2004

In Brief

Appeal No. 01.93/2003

Appeal target: CHF 2, 267,248(USD 1,555,898 or EUR 1,540,169)

Appeal coverage: 111%.

(Click here to go directly to the attached Financial Report).

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Overall analysis of the programme

With the Iraq crisis developing potentially into a major humanitarian crisis to include large population movements and an influx of refugees to neighbouring countries, the Federation Regional office for the Middle East dedicated considerable efforts to ensure an appropriate level of preparedness and enhance the capacities of national societies concerned to deal with the situation. Although efforts were made to minimize the impact of the crisis on the ongoing programmes, the scope of implementation of activities planned under the 2003 Appeal was reduced during the first six months of the year. This was partly compensated through an accelerated implementation during the second half of the year, with a few planned activities postponed to 2004.

The lesson learnt from the preparedness activities related to the Iraq crisis showed the need for developing disaster management systems and establishing pools of trained human resources available at short notice at the Jordan and Syrian Red Crescent societies. Subsequently, a multi year disaster preparedness programme was designed to enhance volunteer training and retention and address logistic constraint experienced during the Iraq crisis operation.

The year 2003 witnessed devastating earthquakes in the region -Algeria in May and Iran in December. Such a trend continued in early 2004 with Morocco being struck by an earthquake in February. Emergency response activities of the national societies proved the value of efforts deployed under the ongoing Regional Disaster Preparedness Programme.

The year also witnessed a key shift in the higher priority given to HIV/AIDS activities in most MENA national societies. Through Federation supported training for youth, staff and volunteers, and health professionals, a number of programmes were underway across the region. The shift entails a true ownership of such programmes by the national societies within wider health programme and initiatives. While training of trainers in HIV/AIDS was widely conducted in the whole region in 2003, there is still a need to determine the impact this activities have had on the youth and vulnerable groups in relation to the key goals. This is hoped to be achieved in 2004 through a more systematic approach in assessing impact. The Psychological Support Programme (PSP) became extremely active with several assessments and training carried out and the direct involvement in the earthquake operations in Algeria and Iran (and later in February 2004 in Morocco) where PSP became an integrated part of the assistance given to the victims.

Leadership development, strategic planning and the upgrading of skills of national societies' staff and volunteers represent the three key areas of focus on which the MENA Organisational Development appeal for 2003 were based.

In line with the Secretariat's initiative to decentralize leadership development courses (previously conducted in Geneva), the first course for the MENA region was conducted in August 2003 bringing together 16 participants (from 13 national societies) with the profile of participants consisting of Presidents, Secretaries General and other senior managers. As the package of the course consists of three modules the 2nd and 3rd modules are planned to be implemented in 2004. The process of ensuring compliance with Federation (global) standards including qualities and models of leadership/management is not often readily appreciated by the national societies operating in a socio-cultural context in which effective leadership and management tends to be based on a different set of criteria. To overcome this constraint, senior leaders from selected societies were involved in the facilitation of certain topics in the regional leadership course creating a positive environment for peer - led learning and increased ownership of the process.

The major achievement in the area of strategic development relates to the completion of the five year (2003-2007) strategic plan of the Jordan Red Crescent, the process of which was jointly facilitated by the Federation and ICRC. The strategic plan was discussed in a partnership meeting attended by several representatives of participating national societies as well as the Federation and the ICRC. The Jordan Red Crescent Society also shared its experiences, during the regional leadership course conducted in Amman, highlighting the opportunities and challenges faced in the development of its strategic plan – opportunities in terms of defining priorities with wider participation of volunteers and staff from branches/headquarters and challenges in terms of ensuring sustained commitment at all levels to complete the exercise in a participatory way.

In terms of skills upgrading of staff and volunteers, the Federation contributed to the societies' efforts to improve their planning, implementation and monitoring/evaluation capacities facilitating several project process planning (PPP) courses, involving up to 60 staff members and active volunteers. For better understanding of concepts and processes, the reference material/ guidelines for both the leadership and PPP courses have been translated into Arabic. Efforts are also underway to develop a pool of resource persons from within the region to facilitate the PPP courses in Arabic.

Last year witnessed major advances on the media and information front. Relations with the media, local, regional and international improved greatly. The war in Iraq and the Bam disaster in particular featured the work of the Federation and national societies through tens of different media, including major international and Arabic TV stations in addition to international newspapers, radio stations and the Federation website.

For the first time ever, information officers from all but two National Societies from the MENA region gathered in Amman at the end of the year. The important themes of networking, planning and strategy design were discussed thoroughly in addition to exchanging experiences and knowledge. A number of recommendations were adopted and presented to the leadership of each national society. Some societies such as Algeria and the United Arab Emirates took immediate action to incorporate some of these recommendations in their respective planning. It was agreed that the meeting will become a regular annual event with the next one to be held in United Arab Emirates in 2004.

The bi-monthly regional magazine in Arabic and English *Al-Ittihad* continued its regular publication. Production of information materials witnessed considerable improvement as well. Posters, stickers, an agenda, an information folder, a year planner and a calendar on the Humanitarian Principles and general information on national societies and the Federation were produced and distributed to national societies within and outside the region and to other partners.

The field structure of the MENA department was reviewed several times throughout the year, with various solutions put on the agenda. Some of them such as potentially establishing a Regional Support Centre in Cairo and the opening of a Regional Office in Kuwait to serve societies from the Gulf region didn't materialize; others like establishing of a MENA Regional Reporting Unit in Amman had to be abandoned shortly after it was created. The Sub-Regional Delegation for North Africa in Tunis was upgraded to a Regional Office reporting directly to Geneva while the Regional Delegation in Amman changed status to that of the Regional Office covering the Middle East. However following the closure of a small Federation office in Kuwait at the end of 2003, the responsibility for providing technical services and support to the Gulf national societies was re-integrated into the operational scope of the office in Amman. At the beginning of 2004, it was decided to close MENA Regional Finance and Reporting units in Amman and to merge them with Europe/Central Asia structures based in Ankara.

Objectives, Achievements, and Constraints

Health and care

Objective: Capacities of the national societies 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.

Regional Health and Care programme was developed to provide support to the national societies in the areas of the **Global fight against HIV/AIDS, Community based first Aid (CBFA), Psychological support and Public Health crisis/Relief health.**

Achievements in relation to the global fight against HIV/AIDS

- Through Federation supported training for the youth, Red Crescent/Red Cross staff and volunteers, and health professionals, a number of specifically tailored projects are underway in Egypt, Syria, Tunisia, Morocco, Jordan, and Lebanon;
- National societies willing to embark on HIV/AIDS initiatives have been benefiting from the experience of those in which the process had been already well structured. The Yemen Red Crescent Society had in this context established a working relation with the Jordan Red Crescent;
- The Arabic versions of HIV/AIDS training manuals (for participants and trainers) are being currently reviewed by MENA national societies. Seven national societies from the region have each appointed a responsible person in charge of contributing to the review undertaken with the twofold aim of updating technically the document and providing an increased level of standardization across the region. The plan calls for a modular approach with core and optional training modules;

- These positive trends resulted also in an increased interest of the national societies in contributing to global events. In this context, the Jordan Red Crescent Society has submitted an abstract for the upcoming 15th International HIV/AIDS conference to be held in Bangkok in July 2004;
- Egypt Red Crescent has developed three TV spots focusing on the role of the national societies in fighting HIV/AIDS and on the impact of the global epidemic. The spots were aired during December 2003 on national TV channels, free of charge. This was followed by two training workshops for volunteers. Additionally, the Egypt RC has expressed continued commitment to conduct the training in 2004, utilizing the Arabic version of the Federation Youth Peer Education manual;
- As a follow up to the regional workshop that was held Lebanon in early September focusing on training of 27 health professionals (nurses, nutritionists, social workers, and pharmacists) as trainers in caring, health education, and prevention, with participation from Red Crescent Societies from Iraq, Egypt, Jordan and Yemen, the Lebanon Red Cross is conducting more advanced counselling sessions including the development of a model for the region;
- A series of meetings have been held with WHO/EMRO and UNICEF in order to operationalize the March 2003 Memorandum of Understanding signed between the International Federation and WHO/EMRO. Discussions are currently revolving around formalized sharing of information, joint assessments and trainings. Additionally, regular coordination with UNICEF and UNAIDS continued at both regional and country levels leading among other things to the allocation by UNICEF of small grants for the activities of the national societies in Lebanon and Jordan on the subject matter;
- Close coordination mechanisms are now in place with WHO/EMRO, UNICEF and UNAIDS. The recently signed MOU with WHO/EMRO (March 2003) has been the basis for meetings, sharing information, joint assessments and joint training. In 2004, the MOU paves the way for closer cooperation amongst national societies, governments (particularly Ministries of Health), Federation and WHO. Better coordination mechanisms are required at the sub-regional levels (Gulf, Middle East and North Africa);
- Federation continued to provide input into the content of a new multi-lingual public website <http://www.hivinfocus.org/> on HIV/AIDS that is targeting Arab and the Iranian youth;
- In 2003, Morocco RC signed a partnership with French RC and OPALS, an NGO working on STD and HIV/AIDS, Jordan RC with USAID, Lebanese RC with the NAP and UNESCO, and the NS of Bahrain, the Emirates, Jordan, Morocco, and Algeria with American University of Beirut/UNFPA. While some have been able to highlight priority issues, others require further support (primarily Gulf societies and Algeria). Additionally, the conflict in Palestine and Iraq continues to hinder activities in this area;
- Federation representatives attended the UNAIDS regional conference in Cairo (December 2003) and were able to bring to the agenda the need for impact assessments, as well as programme support rather than project support that is focused almost exclusively on training;
- Youth continues to have a special focus within the youth peer education projects utilizing the Arabic and Farsi versions of “*Action with Youth*” manuals. Iran RC is expanding to other regions the youth peer education programme that the Federation had supported in the Koremeshah province. The workshop in Syria was attended by a person living with HIV. This approach was well received and had a powerful impact on participants. Jordan RC conducted its own training;
- To address a gender balance, it has been agreed that male/female ratio in the workshops should be 50:50 when possible. In practical terms this is organized so that each branch sends two participants for a workshop; one male, one female. It is also important and necessary in some countries to segregate the boys and the girls for sexual education;
- The Lebanese RC, Moroccan RC, and Iranian RC continued counselling on STD and HIV/AIDS. The Egyptian and Palestinian RC have integrated the HIV/AIDS subject matter into on-going reproductive health projects. The Lebanese RC plans its own continued more advanced training through additional workshops (as referenced above).

Achievements in relation to Community Based First Aid (CBFA)

- Standardization of training curriculum and additional country/topic specific add on documents (i.e. Water safety, CPR, War Injuries, Sports First Aid, etc.) started in 2003 and will be continued throughout 2004. Additionally, resources including books and CDs on the subject matter have been collected from MENA and other societies with experience in the field;
- CBFA training was conducted in Yemen for 31 participants over 7 days with the participation of the 12 branches. This is now being integrated into other training modules conducted by Disaster Management and Psycho-Social Support. Wider scope of implementation of this objective was delayed due to the Iraq crisis;
- Due to delays related to the mobilization for the Iraq war, the blood bank and ambulance services assessment for the Lebanese Red Cross was postponed. However, terms of reference for a comprehensive health services assessment were developed in late 2003 and the review is expected to be carried out before mid 2004. The review will focus on assisting Lebanese Red Cross in focusing more on preventive services including mother and child health care, health education, and outreach programmes.

Achievements in relation to the Psychosocial Support Programme (PSP)

A pilot PSP programme started primarily in relation to the war in Iraq with the objective to develop appropriate project proposals for an emergency period of 3-6 months based on the findings and recommendations from a Federation assessment team who visited Iraq in June/July and identified huge needs for psychological support for both the population at large and the Iraqi RC staff and volunteers.

- Continuous guidance and support in terms of identifying facilitators, assisting in designing workshops for Iraqi RC staff volunteers and facilitating training sessions were provided to the social welfare delegate from the Federation delegation for Iraq who became in charge of the programme. Due to the extremely volatile situation in Iraq, a PSP workshop for 22 Iraqi RC staff and volunteers took place in Amman, with more similar initiatives planned to be carried out in 2004;
- Delegates from Iraq have been re-allocated twice to Amman, where debriefing and psychological support has been given by the Regional PSP resource team consisting of a Regional PSP delegate and a Regional PSP coordinator.

With severe operational constraints in Iraq on one hand and the growing interest of the national societies from the region in PSP on the other, the regional PSP team was able to concentrate on following major fields of activity:

Mapping of needs and activities within psychosocial support

- The survey focused on providing an overview on various national societies' initiatives in the field of psychosocial support, their organisational capacity, collaboration with partner national societies, etc. will be used to set priorities and find areas of common interest;
- Mainstreaming psychological support into the core programmes of the national societies such as disaster preparedness and response, health and organizational development, has started as well. This process has been very much welcomed by technical delegates from the Regional office in Amman, as there is a general need for improving coordination among and integration of different programmes and activities;
- Support in preparing proposal for an integrated DM and PSP programme in Algeria, Tunis and Morocco was provided to the Federation Regional office in Tunis;
- The 3rd Network Meeting on Psychological Support was held in Teheran in December 2003. Important information was shared and recommendations for the future work within psychological/psychosocial support were given. One of the recommendations was to set up working groups on PSP in each of the national societies. Lebanon has already a PSP working group with a plan of action for future activities and Egypt has taken the initiative to do so.

Training

- Regional and/or country based training workshops on psychological support for interested national societies were carried out as planned: in Egypt (June 2003), and in Yemen (July 2003). Subsequently to the training, a trainer from the Yemeni RC has facilitated few other regional initiatives and the Egyptian RC on its own initiative has conducted two workshops for the branches of the Society;
- Psychological support was integrated into the DM simulation exercise for the National Intervention Team in Yemen, in October, 2003 and facilitated by a team of three trained Yemeni RC volunteers;
- Psychological support was integrated in the First Aid training curriculum in Egypt and Yemen;
- Psychological support services in the region are based on culturally adapted guidelines and training modules. Translation of the *Community Based Psychological Support Training* manual into Arabic is underway as well as production of pamphlets on stress management and PSP;
- The workshop material was partially translated into French as well because French is the main language in the Francophone part of the MENA region (Tunis, Algeria and Morocco) and is available for future PSP workshops in French.

Needs assessments

- The PSP team has been actively involved in three assessments on psychosocial and psychological support. In Iraq: the assessment was focused on general needs for humanitarian assistance, capacity of the Iraqi Red Crescent Society and specifically on needs for psychosocial support in an on-going conflict situation; in Lebanon: the objective was to assess specific PSP needs of Palestinian refugees living in the camps and the capacity of the PRCS/L branch (Palestine Red Crescent Society branch in Lebanon) to run a PSP programme in a situation of chronic tensions; in Iran: to assess the PSP needs of Bam earthquake survivors, support the activities implemented by the Iranian Red Crescent Society and make recommendation for additional activities in a mass disaster situation.

Experiences gained in the region in relation to PSP were highlighted in articles published in *Coping with Crisis* newsletter, and the MENA Regional magazine *Al Ittihad*.

Achievements in relation to Public Health in crises/Relief Health

- Training was conducted for Kuwait RC in early December 2003. The training was closely integrated with disaster management and reporting modules;
- Support was given to Iran, Bam earthquake in late December 2003 in terms of mapping relief contributions from the MENA region, and identifying ERU delegates from MENA national societies;
- Relief health material was translated into Arabic and being incorporated into Disaster Management training;
- Qatar RC, Palestine RC and Spanish RC conducted a joint training in late October in Qatar on the use of an Advanced Mobile Medical Post unit. This Unit was purchased by the Qatar RC from the Spanish RC and after the training was dispatched to the Palestine RC for use. Trainers from Spain conducted a 10-day workshop in Qatar for both Qatari and Palestinian RC staff and volunteers. This model of cooperation and technical deployment is being closely looked at by other MENA national societies.

Constraints

- The uniqueness of each national society coupled with the continued turmoil in the region (both in Palestine AT/OT and Iraq) present a challenge for systematic regional programming and development. Many of the managers in the national societies continued to operate in a crisis mode that is partly also rooted in chronic financial shortages, low pay of staff, and inability to maintain/manage a skilled volunteer pool. The high turnover of skilled professionals has caused programmes to be interrupted and/or stopped;
- Although a number of societal barriers have been overcome, conservatism in some MENA countries has not yet enabled the use of mass media to reach larger population segments on the sensitive issues of HIV/AIDS. More efforts need to be invested in support of the Gulf national societies to highlight the subject;

- The societies require resources to implement programmes that are often called for upon completion of various training initiatives. These funds are typically not available and/or are delayed thus resulting in loss of momentum and skilled personnel. Federation has been encouraging and supporting approaches to non-traditional sources of health funding to lessen dependency and ensure higher levels of ownership/commitment;
- A major constrain for the PSP is the volatile situation in Iraq, where security has not improved thus preventing implementation of activities. Small scale work is still ongoing but the main challenge is to whether a model for implementation of psychological support in ongoing conflicts can materialize.

Impact

- Most national societies in the region are now able to handle the highly sensitive issue of HIV/AIDS and reproductive health with ease as compared to three years ago. While much work remains to be done to address the denial and stigma associated with the disease, a solid foundation for expanded prevention and promotion programmes is in place. Many societies have tactically and successfully integrated this sensitive topic into exiting primary health care programmes associated with sexually transmitted infections (STI) and are in many cases the leading national agency addressing HIV/AIDS issues;
- Community based first aid continues to be a core area of activity for the societies in the MENA region. A follow up on the 1999 Amman CBFA meetings is in progress addressing curriculum standardization and national/regional certification. The programme will take a number of years to complete and key MENA societies involved in first aid are now part of the process;
- While training of trainers (HIV/AIDS, CBFA, and PSP) has been widely conducted in the MENA region, it is difficult to ascertain how much of an impact this has had on youth and vulnerable groups as relates to key goals of the HIV/AIDS programme. A more systematic approach to assessing impact is planned for 2004;
- Activities related to psychological support in the region have addressed both the abilities of volunteers to cope with the stress and trauma of crisis, as well as providing them with required skills to be able to offer support to victims and vulnerable groups, like children, women and elderly, as seen in Algeria, Iraq and Iran;
- To date, there is a minor impact of the PSP programme in Iraq, and this is primarily due to the nature of the conflict and its impact on humanitarian operations;
- The main part of the psychological support programme is a developmental component and the impact can not be observed in the short term. Mainstreaming PSP into the structure of other programmes provides for the possibility of longer term sustainability and impact.

Organizational Development

Objective: The national societies in the MENA region have skilled human resources with efficient systems and procedures.

Achievements:

- At regional level, 16 participants from 13 national societies (representing the Middle East, North Africa and the Gulf) successfully attended the first MENA regional **leadership course** conducted in August 2003. Selected national societies' leaders from within the region, and representatives from the Federation and ICRC facilitated the course. The profile of participants includes Presidents, Secretaries General and mangers of key services/facilities;
- More than 90 percent of the participants rated both the content and methodology of the course as 'very valuable' and indicated the benefit they gained in terms of new perspectives for development and in terms of understanding the common challenges and opportunities as a basis for developing cooperation modalities to work together at regional and or sub-regional levels. The next two phases of the course are planned to be implemented in 2004. The continuing effort and growing momentum, as regards leadership

development, represents a critical factor with a potential that enables national societies to transform their capacities and mission objectives into concrete results in terms of making a positive difference in improving the lives of the most vulnerable;

- At country level, 14 members of the of the newly elected National Board of the Yemen Red Crescent Society, including representatives from the headquarters and branches, attended a two day orientation seminar in July 2003. Jointly facilitated by the Federation and ICRC, the course focused on the characteristics of a Well Functioning National Society. As the Yemen Red Crescent is struggling to respond to increasing community needs with limited capacities, the challenge of strengthening Society's leadership and management at headquarters and branch levels remains a key area of ongoing concern. At the conclusion of the orientation seminar, the members of the board felt they have better understanding of the separation between the role of the board which should generally focus on policy setting and monitoring as opposed to the role of management which should focus on implementation, monitoring and reporting;
- Within the context of mid-level management development support, three **Project Process Planning (PPP)** courses were facilitated by the Federation during the reporting period. The PPP courses aim to enhance the capacities of selected staff and volunteers in planning, implementation and monitoring of activities;
- At regional level, 22 participants, (18 from 9 national societies and 4 delegates working with the Federation Delegations in the region) were trained in the PPP skills to improve their capacity to plan and manage activities In addition, a condensed PPP course was conducted involving 9 trainees from the national societies of Jordan, Iraq and Palestine as well as from the Federation Regional Office in Amman). The course was facilitated by the Delegation from Amman with a potential trainer from Iraq Red Crescent involved as co-facilitator as part of the effort to develop a pool of resource persons from the region to facilitate the course in Arabic;
- At country level, the Federation facilitated two PPP courses in Syria and Yemen in which 17 participants from Syrian Arab Red Crescent and 15 from Yemen Red Crescent were trained respectively. In each case, participants were drawn from headquarters and branches in recognition of the need to increase project planning and management skills as part of the effort to implement the strategic plans the two Societies, recently developed with facilitation support provided by the Federation and the ICRC;
- Based on lessons learnt from the training conducted at regional level as the regards the need to simplify the concept and approach of the PPP courses, important steps have been taken including the translation of the guidelines into Arabic and the development of a pool of resource persons from the region to facilitate the PPP courses in Arabic. As means of skills upgrading, the PPP courses are positively impacting on mid-level managers raising their capacity to plan and manage programmes /projects with efficient and cost effective approaches. More national societies are also expressing their desire to get their staff and active volunteers trained in PPP skills;
- In the context of improvement of mid-level management capacities, the Federation and the ICRC, at the request of the Saudi Red Crescent facilitated a **Basic Training Course (BTC)** for 17 staff members of the Saudi Red Crescent. In addition, the national societies of Jordan and Qatar were each represented by one participant. The course was designed to enable the Saudi Red Crescent to achieve its desire to improve skills and competencies of its staff in the planning and management of the international relief work the Society undertakes;
- In response to the need to develop and use human resources from within the region in the ongoing operation in Iraq, another BTC was jointly facilitated by the Federation and the ICRC involving 17 participants from five national societies. Against the existing "gap and sense of isolation" in which most of the national societies in the region tend to see themselves as mere recipients of technical assistance through the Federation and other components of the Movement, the training of potential delegates from within the region is seen as an important initiative to widen the opportunity for skilled NS volunteers and staff from the region to serve within the wider network of the Movement;

- Supported by the Federation, the Syrian Arab Red Crescent improved its financial management **systems** leading to the establishment of standardized financial management systems to upgrade the Society's capacities in terms of recording, analysis and reporting. The project includes translation of financial management manuals into Arabic and training of staff and volunteers on the effective use of the manuals. Strengthening the capacity of the Finance Department at the headquarters with two new computers is also an integral part of the project;
- The project is expected to enhance the overall performance of the Syrian Arab Red Crescent in its effort to work as a credible partner with governmental and non-governmental organizations. It also represents an important prelude to the more comprehensive structural reform the Society is prepared to undertake supported by the Federation and involving external consultancies;
- The Federation is supporting the effort currently underway through the Federation's Regional office for North Africa to compile an integrated training package for branch development tailor-made to the particular realities of the five national societies. This initiative includes translation into Arabic of the available material and standardization of the material based on experiences within the region. The implementation of the project is designed to improve capacities at branch level including the key aspects of community participation and mobilization;
- Considerable efforts have been made in support of initiatives to develop comprehensive and long term **strategic plans**. At country level, the Federation's support to the Jordan Red Crescent was critical in the process of developing its five year strategic plan that covers the period of operation 2003-2007. The strategic plan was presented and discussed in a partnership meeting conducted in September 2003. The representatives from the Danish, German and Swedish Red Cross Societies as well as the Federation and the ICRC who attended the meeting reviewed the strategy and appreciated the effort the Society made to develop a comprehensive strategy based on clear visions and directions. A number of project proposals (extracted from the strategic plan) were also presented and discussed as a basis for further cooperation with participating national societies, the Federation and the ICRC;
- Several societies in the region are gradually rising to the challenge of addressing the need for change and development and are more clearly articulating their visions through comprehensive strategic plans as a basis for serving the most vulnerable with greater efficiency and effectiveness. Initial contacts have been made with Bahrain RC and Libya RC to assist them to realize their desire to develop strategic plans as indicated in their response to the Self Assessment Questionnaire of the Secretariat;
- At regional level, the process, in a more collective sense, focused on the development of the MENA strategic framework highlighting the common priorities of the societies as a basis for evolving a process of working together on common priorities/challenges.
-Terms of Reference to establish a process and impact review- "PIR" as a key instrument of performance tracking (to be carried out with adequate participation of the societies representing the Middle East, North Africa and the Gulf);

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;
- The wide range of experience and background of participants at the Leadership course posed a challenge against the effort made to ensure that every participant has equal access to and grasps the key issues the course focuses on. However, the group dynamics (generated through the group work sessions) helped to narrow the gap in this respect and the active role some national society leaders played in facilitating certain modules encouraged a process of peer-led learning and increased ownership of the process.
- The other result areas indicated in the MENA OD appeal for 2003 refer to the need to improve volunteer contribution based on replication of best practices and enhancement of national societies' capacities to mobilize domestic resources. However, no major activities were implemented in relation to these areas of

focus due to the fact that effective implementation of the annual appeal did not start in time as a result of the shift of in favour of the emergency operation in and around Iraq.

Disaster Management

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.

Achievements

- An increasing number of national societies are interested in using VCA as a tool for their planning and positioning in the civil society as tailored services providers;
- The newly established DM working group in Yemen continued to assess local vulnerabilities and capacities in six governorates with the aim to better define the role of the society in managing disasters at the local level. The assessment will be used as well as a tool helping the National Society to define priority areas in working with local communities. VCA process at branch level enhanced the cooperation between the YRCS and local authorities which is a precondition for implementing activities tailored to the local understanding of hazards and preparedness and the coping mechanisms in place;
- National Societies in Morocco, Algeria, Libya and Jordan valued the importance of the VCA and plan to carry out assessment studies in 2004. Reliable information collected through the process will be used by these societies as a base on which they will build further their disaster management structure;
- National Societies in Yemen, Kuwait and Morocco have incorporated assessment in their DM structures. A planned establishment of assessment teams at the national level will ensure that the societies will have the necessary capacity to assess disasters and coordinate national, regional and/or international response activities;
- Regional Disaster Management unit conducted DM training for staff and volunteers in Morocco, Kuwait, Qatar and Yemen. These training initiatives were cross-sectional encompassing topics related to first aid, relief health, psychological support, humanitarian values, information and organizational development. The approach was valued by the national societies which are now aware of the importance of integrating the core areas into the DM structure;
- Morocco RC and Yemen RC organized simulation exercise training for their National Intervention Teams. A total of 205 participants were trained according to the integrated methodology;
- The first phase of implementation of an early warning system funded by ICRC, Federation and other donors for the Palestine Red Crescent Society was completed. As a result, PRCS facilities in the West Bank and the Gaza Strip are connected now by VHF radio communication system;
- With the support of the Regional Disaster Management unit, the Yemen Red Crescent Society conducted in the beginning of 2003/04 school year, two road safety (risk reduction) projects at Hajja and Hudeidah governorates involving more than 20,000 students from 23 schools. Projects were led by the Society's branches and were fully coordinated with Ministry of Education and the Ministry of Interior;
- The Regional Disaster management unit provided technical training in logistics to include advanced warehouse management, fleet management and procurement for Yemen RC and Kuwait RC to ensure conformity with Federation rules and procedures in disaster response and efficiency of response;
- Lessons learnt from the response of neighbouring national societies to the crisis in Iraq, clearly showed the need for developing the logistical system of the National Societies of Jordan and Syria in order to ensure their capability to manage future local and regional disasters. This has now been reflected in the regional DM plan of action 2004-2005, which includes support to develop the logistic systems of Jordan and Syria Red Crescent Societies respectively;
- National Societies of Jordan RC, Syria RC, Lebanon RC, Yemen RC, Kuwait RC, Qatar RC and Morocco RC started the process of systematically building up their DM structure by establishing disaster management units at the headquarters and forming DM working groups with representatives of local

branches, to run and manage preparedness and response activities and programmes. Based on internal policies and terms of reference interested national societies have already incorporated or are planning to incorporate the DM units into their organisational structure to ensure the implementation of the programme. Job descriptions for national societies' DM coordinators were developed in conformity with Federation preparedness and response policies.

Constraints

- Although much was achieved in 2003, a further strengthening of Disaster Management units in the National Societies in which they were established will require additional support and follow-up. The 2004 Regional office appeal reflects this need by devising a long term plan of action based on priorities and capacities with emphasis on involving increasingly local branches in planning and training processes;
- In 2003 and mainly in relation to the response to the Iraq crisis, a pool of expertise was made available in the Regional office in Amman. Since this capacity will not be maintained in 2004, it is needed to adjust growing expectations from the national societies with the Federation capacity to respond adequately;
- Developing DM/DPP programmes requires a consistent, long term developmental approach from the Federation and the involvement of stakeholders at community/national levels which has not always been the case so far;
- The overall situation in the Palestinian AT/OT caused delays in project implementation.

Impact

- The establishing and training of the National Intervention Team (NIT) in Morocco have proved its value at the beginning of 2004 when the Moroccan RC through its trained pool of volunteers, most of them being also members of the National Intervention Team responded efficiently to the earthquake that struck the Northern parts of the country. All major national and international stakeholders, prized the National Society's response;
- A lot of effort was invested into establishing the National Intervention Teams and it is essential that the knowledge and skills are maintained. Plans for 2004 include therefore refresher activities through practical/simulation exercises;
- ICRC and national authorities have been involved in the planning and establishing of National Intervention Teams which is crucial in ensuring coordination and cooperation in response operations and a consistent approach from the RC/RC Movement;
- Jordan RC and Syria RC incorporated establishing of National Intervention Teams in their respective plans of action for 2004 which are being funded by the British RC through the Federation;
- A roster of disaster preparedness trainers from within the region was established following ToT workshops on Disaster Preparedness in Kuwait and Morocco. The roster will be maintained and regularly updated, and available trainers will be called upon to facilitate future training initiatives in the region.

Humanitarian Values

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

Achievements

- Although the objective is not quantitative in nature, the first ever meeting of information officers from MENA national societies in Amman at the end of the year was a landmark in terms of bringing most of the national societies together. Representatives from 14 out of 18 national societies, Media Service of the Secretariat and the FedNet took part in the meeting. Participants were highly encouraged, their attitudes positive and their recommendations wide ranging. Chief among the objectives of the meeting were the creation of an information network, designing a strategy and a plan of action, share experiences and knowledge among information sections, and introducing societies to several specific activities and

programmes of the Federation. The meeting will be used in the future as a tool to bring national societies and the Federation closer together and enhance national societies' capacities. It was decided that the meeting will become an annual event with the next one to be hosted by the Red Crescent Society of the United Arab Emirates in Abu Dhabi in 2004.

- Recognizing increasingly the importance of information activities, national societies that did not have information officers are considering hiring one on a full time or part time basis;
- In addition, many national societies started sending more regularly articles and news for the regional publication *Al-Ittihad*. This is also leading to the improvement of their writing skills and abilities;
- An integrated training on dealing with the media has taken place in Morocco, Jordan and Syria;
- The Federation's office in Amman also facilitated communication between national societies. Activities of some societies were relayed to others through the Regional office;
- For the first time, an information officer from one national society from the region (Qatar RC) participated in a Federation FACT mission (Bam earthquake). This trend will continue next year and will be strengthened to involve more national societies;
- Integration meetings took place within the Regional office and a reasonable amount of coordination has been achieved within programmes. In line with the process, the information officer participated in training workshops for disaster management and organizational development;
- Translation into Arabic of training modules for disaster preparedness, leadership training course, and psychological support was completed during the year;
- In terms on advocacy, action related to combating the spread of HIV/AIDS in the region improved considerably during 2003. One of the results of this improvement is the fact that some national societies (Syria, Saudi Arabia, Jordan, Lebanon, Tunis and Morocco) started talking openly about HIV/AIDS and initiated training on HIV/AIDS prevention. Jordan continued its two year anti-discrimination campaign, in cooperation with the Federation and other agencies such as USAID, training volunteers as trainers and producing educational materials including an 8-page brochure based on the Federation's "*The Truth About AIDS...*"
- Special attention continued to be given to the Federation's priority goal of reducing discrimination and stigma related to HIV/AIDS by raising public awareness. In this regard and with DFID funds, the Regional office in Amman reproduced 5,000 copies of a poster and 2,500 copies of stamps on HIV/AIDS (*You Do Not Get Aids by ...*) in Arabic and distributed them to all national societies for further circulation.
- During the Iraq war over 900 representatives of different media from all over the world were present in Jordan. This created a great opportunity for the Jordan RC and the Federation to become major providers of news to all media updating them on the humanitarian situation in Iraq and conveying RC/RC messages. The Information Unit of the Regional Delegation was reinforced with 5 information delegates during several months, in order to be able to respond to the need and requests from the international media and to ensure media coverage of the work of the National Societies in the region. Head of the Regional office and the President of Jordan RC as well as Federation information officer and delegates appeared on all major TV news networks including NBC, BBC, Al-Jazeera, Abu Dhabi, MBC etc. Many newspapers and news wire agencies wrote about Al-Ruweishid camp in the Jordanian desert, 60 kilometres from the border with Iraq run by the National Society and the Federation. Articles and photographs on the RC/RC Movement's activities appeared in scores of international, regional and local papers and were broadcast on radio stations everywhere in the world;
- Formal relations with TV satellite channels are beginning to take shape. Discussions with Al-Jazeera channels are underway to study potential cooperation in the humanitarian field. Ideas such as a monthly programme on activities of the national societies worldwide and production of short messages on humanitarian values have been explored. A special programme on RC/RC relief operation in Bam was produced and featured activities of the Iranian RC, the RC/RC hospital and the visit of the Federation's President;
- Six issues of *Al-Ittihad* (Federation), the bilingual newsletter of the Federation's Regional office, were produced and distributed to all national societies in the region. *Al-Ittihad* highlighted activities of the Federation and national societies, fostering knowledge and experience-sharing among them. Wide

coverage was given to the Algeria and Bam earthquakes, the situation in Iraq before and after the war, refugees in Jordan, Palestinian AT/OT and explosions in Saudi Arabia and Morocco.

- The print run of *Al-Ittihad* is now 5,000 copies (an increase of 400 per cent over last year). The newsletter is distributed to the diplomatic core, UN organizations and NGOs based in Jordan and other countries in the region. Several congratulatory letters for *Al-Ittihad* were received from HM Queen Rania Al-Abdullah of Jordan, the Prime Minister and several high officials from various parts of the world;
- Tens of thousands of copies of 7 posters highlighting the 7 Principles of the RC/RC Movement, a year planner, a wall calendar and an annual agenda were produced. Initial shipments of 15 copies were sent to each national society in MENA and samples to all societies in Europe and the American Red Cross. Additional shipments of 100 copies of each poster are being sent to each society for further use.
- Relations with the ICRC have also improved, especially during the Iraq war. The ICRC participated actively in the information officers meeting in December.

Constraints

- The major constraint is a heavy workload compared to available resources. Outside of the emergencies, more and more national societies are requesting support in different areas of the information work. Bearing in mind that the information unit of the Regional office is staffed with only one person, responding to all these requests poses a serious challenge.

Impact

- The excellent coverage given to the RC/RC Movement by the media during the war in Iraq has been a great tool to raise the awareness of other stakeholders about its mission and work. Relationship that was built during this period was strengthened further through regular contacts and circulation of information materials such as posters, booklets, appeals, *Al-Ittihad* newsletter etc.;
- The first information officers meeting held in Amman at the end of the year as well as daily communication and correspondence with national societies of the region, have opened major in roads in terms of improved relations between the information officers. This in turn seems to have had a positive effect on relations between the Federation and national societies in general, as seen by the increased number of requests for training workshops and/or visits to national societies as well as the visits paid to the Federation's office in Amman;
- For the first time, training is now being done entirely in Arabic- a fact that made it much easier to extend it to the many volunteers that do not understand English. For Example, 80 volunteers were trained in Morocco on dealing with the media as part of wider disaster management training and some of this training proved very helpful when the earthquake hit the Mediterranean coast of Morocco, in February 2004.

International Representation

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

Achievements

- A Memorandum of Understanding (MoU) was signed with the Arab League in March 2003, paving the way for strengthening the cooperation between the Federation and the Arab League and its specialized institutions. In order to enhance the cooperation with the Arab League and in line with the process of decentralization, plans were formulated for the opening of an office in Cairo;
- Status agreements with Governments in Lebanon, Jordan and UAE ensured smooth cooperation between the national societies and Federation delegations and/or representations. A status agreement with the Government of Yemen was signed in Sana'a in November while negotiations were still underway with the Government of Iran. The outcome of these negotiations is especially important in view of the plans to
-

open a Strategic Relief Centre in Teheran. The proper functioning of the Centre requires a smooth cross border movement of relief items and people;

- The MoU between the EMRO/World Health Organization and the International Federation was operationalised through meetings in Cairo and Damascus, ensuring joint planning and initiatives to support the countries of the region in achieving health for all through coordinated efforts. Federation provided input into the UNICEF sponsored new multi-lingual website on HIV/AIDS <http://www.hivinfo.org/> that is targeting Arab and Iranian youth;
- The publication of the bi-monthly regional newsletter *Al-Ittihad* (Federation) in Arabic and English covering activities and programmes of the national societies and the Federation continued throughout the year. A major coverage was given to activities such as the First Youth Conference in Teheran, Iran, training on disaster preparedness in Morocco, situation of the Iraqi Red Crescent Society after the war and the earthquakes in Algeria and Iran;
- The crisis in Iraq created an opportunity to expand contacts with local and international media. Contacts with a wide network of Arab and foreign media organizations have been maintained via a stream of information materials, such as press releases and *Al-Ittihad*;
- Iraq crisis and the Bam earthquake in Iran saw a strong commitment from all Gulf national societies in supporting the ongoing relief operations, although a need for further strengthening of coordination mechanism was identified.

Constraints

- The fact that most of organizations with a regional mandate including the Arab League are based in Cairo, whilst the Regional Offices of the Federation are based in Amman and Tunis respectively, often affects negatively the process of linking up with those organizations and UN agencies. The planned establishing of Federation Support Centre in Cairo didn't materialize due to financial constraints and the absence of a status agreement in Egypt.

Impact

- Dissemination effort carried out in connection with the earthquake operations in Algeria and Iran and in connection to the crisis in Iraq crisis had significant 'profile value' providing a solid foundation for building a stronger positive image of the RC/RC Movement within and outside the region.

Federation Coordination

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

Achievements

- An increasing number of national societies developed or updated their strategic plans as a precondition for initiating CAS processes. Palestine Red Crescent Society adopted *Strategic Directions 2003-2006*, Yemen Red Crescent updated its strategy and the Jordan Red Crescent finalized its five year (2003-2007) strategic document. All these plans were shared with partners including representatives of international community;
- In conformity with decisions of the 3rd MENA Conference in Teheran (May 2001), MENA Gender network was established and the Iranian Red Crescent was designated to serve as a focal point and facilitate coordination. In order to support the implementation of activities for improving diversity and achieving a gender balance in both the organisational structure of the national societies and amongst beneficiaries of RC/RC programmes and services, the Regional office in Amman launched a separate Annual Gender Appeal for 2004 for the entire MENA region with the Regional OD delegate as a focal point;
- The Regional office for the Middle East facilitated a MENA Consortium meeting in Amman with participants from the National Societies of the Swedish, Danish, Norwegian, French, German, Spanish and British Red Cross, Jordan and Palestine Red Crescent, ICRC and Federation Secretariat.

Constraints

- Preconditions for launching a comprehensible CAS process have not been met yet as the tool appears to be too ambitious in many respects and do not coincide with priorities of most of the national societies;
- Although successful attempts were made to accommodate partner national societies working in the region including in Iraq (French Red Cross, Red Cross of South Korea) within the umbrella of the Regional office, serious coordination gaps in and around the operation Iraq jeopardised neutrality, mission objectives and security of all components of the RC/RC Movement;

Impact

- Good cooperation models were achieved in disaster response operations in Iran and Morocco. 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 of partners within the RC/RC Movement in order to avoid duplication of efforts.

Field Management

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

Achievements

- A newly established Regional Reporting Unit greatly facilitated the 2004 planning process with the following appeal documents being finalized and posted on the web by the unit: Middle East Regional programmes, North Africa Regional programmes, MENA Gender Network and country Appeals for Palestine Red Crescent Society, Lebanon and Yemen;
- The Regional office in Amman went through a cost cutting exercise with a reduction seen in the number of vehicles, staff members and a more efficient use of the internet;
- Two budget holder workshops were organized in Amman with participants from the Regional office and the delegates/national staff from Yemen, Syria, Iraq, Palestine and Algeria;
- With the support from the Regional Office, a Danish RC organized a Stress Management Course in Petra, Jordan in November 2003. A total of 24 RC/RC staff participated, of whom 9 delegates from the Regional office, Iraq and Iran offices/delegations;
- Participants from offices/delegations took part at PPP courses organised in Syria, Jordan and Yemen;

Constrains

- A number of changes and attempts for restructuring the regional set-up drained a lot of energy and created an environment of uncertainty both amongst delegates and national staff members;
- The closure of MENA RFU and RRU was perceived as adverse to capacity building and decentralization efforts;
- After a closure of the RFU, the Regional office has been left with a limited technical capacity in financial management;
- The Relief Centre in Teheran has not been established yet due to a lack of a status agreement with the Government of Iran government and a lack of financial support.

Impact

- Activities undertaken to reduce the running cost of the Regional Office resulted in savings on the 2004 budget although the full effect will be achieved only in the 2005 budget;
- The budget holder concept has been developed further through training, with budget holders now realizing the importance of the task and having the necessary knowledge to use tools available on the web.

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INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.93/2003 MENA Regional Programmes

Period: year 2003

Project(s): PIR001, 81001, 81002, 81003, 81160, 81161, 81162, 81163, 81201, 81301, 81401, 81403, 81404, 81601, 81901, 81902, 81905,

Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	2,267,248				
less					
Cash brought forward	198,205				
TOTAL ASSISTANCE SOUGHT	2,069,043				
<i>Contributions from Donors</i>					
American Red Cross (DNUS)	2,597				2,597
British Red Cross (DNGB)	96,283				96,283
Danish Red Cross (DNDC)	135,360				135,360
DFID 4- British Government (DFID04)	711,090				711,090
Donor - Capacity Building Fund (DCBF)	74,800				74,800
German Red Cross (DNDE)	4,619				4,619
Libyan Red Crescent (DNLY)	2,000				2,000
Netherlands Red Cross (DNNL)	29,409				29,409
Norwegian Govt.via Norwegian Red Cro (DGNNO)	71,631				71,631
Norwegian Red Cross (DNNO)	72,097				72,097
Prosjekt Mental Helse (DM27)	189,820				189,820
Swedish Govt.via Swedish Red Cross (DGNSE)	184,832				184,832
DENMARK				105,600	105,600
FINLAND				50,400	50,400
FRANCE				36,200	36,200
TOTAL	1,574,537			192,200	1,766,737

II - Balance of funds

OPENING	198,205
CASH INCOME Rcv'd	1,574,537
CASH EXPENDITURE	-1,451,442

CASH BALANCE	321,300

Appeal No & title: 01.93/2003 MENA Regional Programmes

Period: year 2003

Project(s): PIR001, 81001, 81002, 81003, 81160, 81161, 81162, 81163, 81201, 81301, 81401, 81403, 81404, 81601, 81901, 81902, 81905,

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		2,133			2,133	-2,133
Clothing Tiles		7,721			7,721	-7,721
Food Seeds		829			829	-829
Water sanitation		2,941			2,941	-2,941
Medical First Aid		3,133			3,133	-3,133
Teaching materials		1,337			1,337	-1,337
Utensils Tools		302			302	-302
Other relief supplies		176			176	-176
Sub-Total		18,573			18,573	-18,573
<u>CAPITAL EXPENSES</u>						
Land Buildings Vehicles						
Computers Telecom equip.	14,000	19,815			19,815	-5,815
Medical equipment						
Other capital expenditures		-582			-582	582
Sub-Total	14,000	19,234			19,234	-5,234
<u>TRANSPORT STORAGE</u>						
Warehouse distribution		7,468			7,468	-7,468
Transport vehicles	29,680	22,405			22,405	7,275
Sub-Total	29,680	29,873			29,873	-193
<u>PERSONNEL TRAINING</u>						
Personnel (delegates)	576,000	438,931		192,200	631,131	-55,131
Personnel (regional, national staff)	81,600	104,513			104,513	-22,913
Consultants	16,000	5,322			5,322	10,678
Workshops training	746,999	36,737			36,737	710,262
Sub-Total	1,420,599	585,504		192,200	777,704	642,895
<u>GENERAL ADMINISTRATION</u>						
Travel related expenses	184,000	186,634			186,634	-2,634
Information expenses	249,500	117,530			117,530	131,970
Admin. general expenses	222,098	85,124			85,124	136,974
Sub-Total	655,598	389,288			389,288	266,310
<u>PROGRAMME SUPPORT</u>						
	147,371	105,982			105,982	41,389
Operational provisions		24,077			24,077	-24,077
Transfers contributions		278,912			278,912	-278,912
TOTAL BUDGET	2,267,248	1,451,442		192,200	1,643,642	623,606