

PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

MIDDLE EAST REGIONAL PROGRAMMES

25 June 2004

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 181 countries. For more information: www.ifrc.org

In Brief

Appeal No. 01.89/2004; Programme Update no. 1, Period covered: January to June, 2004; Appeal coverage: % 56.7; ([click here to go directly to the Contributions List](#)).

Appeal target: CHF 3,615,761 (USD 2,887,500 or EUR 2,378,500);

Related Emergency or Annual Appeals: Middle East Regional Programmes Annual Appeal 2004. For further details, please see the website http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/018904.pdf

Programme Summary:

Highlights of achievements during the reporting period include the following :

- Psycho-social Support Programme (PSP) assessments carried out in Iran and Morocco following earthquakes as well as in Lebanon pertaining to the needs of Palestinian refugees in Lebanon.
- The Community Based First Aid (CBFA) curriculum review conducted in Amman involving participants from 14 National Societies (NS).
- 18 trained members from the region have been included in the global Regional Disaster Response Teams (RDRT) roster.
- The National Societies of Syria, Jordan and Yemen assisted to develop stronger Disaster Preparedness/Disaster Management (DP/DM) capacities.
- Expanded and concentrated coverage of International Federation of Red Cross and Red Crescent Societies (IFRC) and NS activities through a strong network of media representatives in Jordan including TV, radio & correspondents of major Arab TV satellite channels .
- Professional/technical support provided to the Jordan Red Crescent in the organization of the May 8 celebrations of the International Red Cross/Red Crescent Day, which was presided over by the prime minister of Jordan.
- The 2nd phase of NS leadership development cycle conducted in Amman involving the same participants (14 representatives from 11 National Societies) who attended the first phase in August 2003.

- **22 participants from 12 National Societies attended the Regional Basic Training Course (BTC) which helps selected NS staff/volunteers to prepare themselves as potential delegates to work with and through the Federation and the International Committee of the Red Cross (ICRC).**
- **The Middle East Office of the Federation is providing coordination support to bilateral programmes by the Participating National Societies (PNS) – a process which, among others, involves sharing office base and facilities in the interest of better cost effectiveness and coordination.**

The effective appeal coverage to date is estimated at 56.7 percent. Further efforts are being made to increase the coverage encouraging more contributions from National Societies and other donors.

For further information specifically related to this operation please contact:

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This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning. All International Federation 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, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

Operational developments

Health and Care

Goal: Strengthen preventive health and care programmes and capacities for Middle East and North Africa (MENA) National Societies to address health promotion, disease prevention, psychosocial support and first aid.

Objective: Establish and support mechanisms, tools and forums for timely and targeted exchange and sharing of relevant information, best practices, and skills to sustain programme development and implementation

Progress/achievements in relation to expected results (information networking, knowledge sharing and skills exchange)

Health human resources databank is established focusing on regional expertise and selected international links

- The questionnaire including desired field and search parameters has been drafted. Meetings/discussions with database programmes have taken place. A demo version for piloting is planned for mid June.

Updated informative electronic bulletin on health priorities, assessments, programmes, current developments is circulated to National Societies and partner MENA desk officers

- Entitled 'Health @ MENA', the first such bulletin (English and Arabic versions) was emailed and faxed to MENA National Societies and selected interested partner National Societies. The bulletin was initially piloted in April and the feedback was utilized to fine tune the final content and formatting. It will be circulated on a bimonthly basis.

Information gateway (manual and automated) for access to relevant references, software, expertise, and practical guidelines is established and accessible to delegations and National Societies.

- A database has been established at the Amman office that catalogues all books, journals, CDs and videos currently available. Currently, over 300 items are in the database. Additionally, publications catalogues have been collected with plans to increase the numbers of relevant references and to circulate a CD to MENA National Societies.

Two external programme impact assessments are conducted, addressing priority programmes.

- The terms of reference for the HIV/AIDS programme review was finalized. A suitable consultant to conduct the work will be recruited soon. The final report is planned for September 2004. The second review for Community Based First Aid activities is planned for the second half of 2004.

Three priority National Society health and care assessments are conducted (Lebanon, Yemen, Jordan)

- For both Lebanon and Yemen, the terms of reference has been finalized and accepted by the National Societies. In Lebanon, three offers from potential firms have been received and evaluated. A tentative firm has been accepted. The Lebanon review will be completed by the end of August 2004. In Yemen, due to absence of Federation representative as of mid April, the process has been delayed. The Jordan assessment is planned for the third quarter of 2004.

Implementation strategies are developed for each of the three sub regions (Middle East, North Africa, Gulf) to implement the Memorandum of Understanding (MOU) signed with World Health Organization Regional Office for the Eastern Mediterranean (WHO EMRO).

- Building on the first formal meeting towards this objective in December 2003, two additional meetings (January and March 2004, Amman) were held with WHO EMRO and the United Nations Children's Fund (UNICEF). All parties share health crisis related information officially and in a timely manner. Additionally, the results and reports on various field missions, assessments and planned workshops are shared. The earthquake in Bam demonstrated a true sharing of information and harmonization of targeted activities.

Objective: Support the integration and formalization of psycho-social support services within relevant programmes and structures in National Societies of the MENA region.

Progress/achievements in relation to expected results (PSP)

Awareness of the need for building skills in PSP has been addressed and the ability to manage PSP has been gained in a majority of National Societies in the region

- Lebanon, Palestine and Iran have a Plan of Action for PSP in their countries and Egypt has one under process, furthermore there have been requests from Qatar and Morocco for assistance in preparing plans for PSP activities and interventions.
- Three PSP assessments in Bam, Lebanon (Palestinian refugee camps) and in Morocco have been carried out on the request of the National Societies. Recommendations in all assessments have been followed and respective programmes outlined and initiated.
- The technical assistance from the regional PSP team is in general very well perceived by the National Societies and the request for assistance is increasing.

Five National Societies have developed a plan of action addressing psychological and physiological needs, based on the society's acknowledgement of the importance of rebuilding peoples' emotional well being following stressful and/or traumatic events.

- Palestine has an advanced PSP programme and has only requested technical feedback.
- Iran, during the earthquake in Bam, has shown capacity to initiate and run PSP programmes that are integrated with public health. This capacity became evident during the PSP assessment in Bam and the recommendation from the assessment was based upon this capacity.

National Society staff/volunteers in five countries have demonstrated ability and capacity to manage and sustain PSP activities.

- Lebanon, Yemen and Egypt have a working group on PSP, who is carrying out PSP training activities. In Palestine and Iran, this training has already been incorporated into the core programmes of the National Society.
- Qatar has appointed a focal point for initiating training activities nationally and internationally.

Psychosocial support is integrated in all activities within Disaster Preparedness, Disaster Management, HIV/AIDS, and Organizational Development. (Palestine, Yemen, Egypt, Lebanon)

- The work of mainstreaming psychological support into the core programmes of the National Societies has started. This process has been very much welcomed, as there is a general need for coordination and integration of the different programmes and activities. The process has shown that there has been a synergic effect by working closely together, especially with the health delegate, with shared meetings, contacts, travels and involvement in programmes.
- At a health retreat in Geneva, for all regional health delegates, the PSP delegate and the health delegate made a welcomed presentation on integration.
- Actively networking between National Societies has been a high priority, as activities are going on in the different NSs without the experiences being shared with other NSs.
- The CBFA manual, to be revised in June 2004, will include a module on PSP which is under preparation.

Objective: National Societies are increasingly active in monitoring and managing awareness related to HIV–AIDS and other infectious diseases, in accordance with country priorities and defined mandates.

Progress/Achievements in relation to expected results (HIV/AIDS supported programmes)

Training of Trainers has been offered to National Societies in the regions linked to monitoring and managing awareness.

- Targeted discussions and support to Lebanon, Jordan, Iran, Yemen, Qatar, Syria, Egypt, Algeria, Tunisia and Morocco are underway to tailor the type of assistance. A focus on the Gulf sub-region will see a staff on loan from Qatar Red Crescent in July/August 2004, working to customize the awareness material for use in the Gulf. The 4th MENA Conference (March 2004, Bahrain) highlighted the need to further pursue advocacy on this matter in order to ensure continuity of activities and programme launched/supported over the past years. A majority of MENA National Society leaders expressed opinions which indicated that HIV/AIDS is not a current priority. The focus for IFRC support continues to be on the theme '*HIV/AIDS in MENA is not a problem, and we do not want it to be so*'.
- Iran Red Crescent is a key partner in the recently approved Global Fund programme for Iran. The current lead agency for the programme is the United Nations Development Programme (UNDP). Iran Red Crescent may be able to assume the lead towards the end of 2004.
- Jordan Red Crescent was accepted for a poster session at the coming 15th International HIV/AIDS conference in Bangkok (July 11-16). Iran and Morocco Red Crescent societies will be supported to send delegates to the conference.
- The Egyptian Red Crescent was supported to send a delegate to the Dakar meeting on Youth and AIDS, in March 2004.

STI training has been formally integrated into relevant training programmes including Disaster Preparedness/Response, Organizational Development, and Community Based First Aid.

- This activity has been linked both to the CBFA curriculum update and review, as well as the development of a joint training module with disaster management.

Objective: Community Based First Aid programmes and networks are increasingly integrated with relevant programmes and priority emergency services.

Progress/Achievements in relation to expected results (CBFA programmes)

Curricula that are increasingly standardized with more practical/relevant contents have been utilized, including relevant country specific modules.

- An extensive review process of the Arabic version of the CBFA trainee and trainer manuals has been underway by ten National Societies from MENA. The selected reviewers are from Yemen, Qatar, Syria, Lebanon, Jordan, Palestine, Iran, Tunisia, Egypt and Morocco. A meeting is planned between 1-3 June in Amman, in order to finalize the updates and establish a core curriculum for MENA. Additionally, the meeting will discuss add-on modules that may be country and/or theme specific, regional certification and future continuing education.
- The manual is also being translated from Arabic to Farsi, for use in Iran.

Two Regional CBFA and First Aid training centres have been offering technical support for programming and services (one in Jordan and one in North Africa).

- The meeting referred above (1-3 June 2004, Amman) will discuss the terms of reference for the two centres (likely to be based in Jordan and Tunisia). The criteria for the selection of such centres have been established. The main tasks will be to focus on follow up and to make operational recommendations from the meetings held between the 1st and 3rd of June, 2004.

Critical gaps in personnel skills/hardware and material availability in emergency medical and ambulance services have been identified.

- Egypt Red Crescent is seeking support in order to expand its network of First Aid training centres.
- Jordan Red Crescent is seeking support for two additional ambulances.
- Yemen Red Crescent is seeking support for 50 First Aid kits, in order to be used by trainers.

Road Safety campaign material and resources are offered to sub regions and countries, with activities targeting vulnerable groups (school children)

- The United Arab Emirates (UAE) Red Crescent focused its training on road safety, during the first week of April. The regional health facilitated the two branch level training workshops organized by UAE Red Crescent. Additionally, a module on First Aid with focus on road traffic accidents is being proposed as an add-on to the CBFA curriculum.

Impact

The planned two external reviews (HIV/AIDS and CBFA) are designed to assess the impact of IFRC supported programmes over the past four to five years. These reviews will serve to guide future plans/appeals.

Activities related to psychological support in the region have increased the capacities of volunteers to cope with the stress and trauma occurring during crisis. They have also provided them with required skills, in order to be able to offer support to victims and vulnerable groups like children, women and elderly, as seen in Algeria and Iraq.

Mainstreaming PSP into the structure of other programmes provides the basis for longer term sustainability and impact.

Constraints

The acute health needs that arise from the ongoing conflicts in Iraq and Palestine, coupled with the Bam and Morocco earthquakes, continue to affect the plans. Lack of adequate resources to support health and care regional programmes has also contributed to the delay of implementation in 2004.

The restructuring of IFRC at both Geneva and regional level has contributed to slow progress in the planning and implementation of programmes.

Coordination

Close working cooperation is being developed with WHO, UNICEF and UN-AIDS. The MOU signed with WHO/EMRO (March, 2003) paves the way for closer cooperation amongst National Societies, governments, IFRC and WHO.

Disaster Management

Goal: Capacities and coordination mechanisms of Red Cross and Red Crescent Societies in the region have been strengthened thus reducing the impact of disasters on the vulnerable population.

Objective: The MENA National Societies have strengthened their cooperation and coordination mechanisms and systems to respond to disasters.

Progress/achievements in relation to expected results (Regional Disaster Response Teams-RDRT)

Three Regional Disaster Response Teams have been established with a regional roster of up to 100 trained team members.

- 18 trained members from the region have been included in the RDRT roster.

A Regional Disaster Management strategic framework has been developed and adopted by the National Societies.

A disaster management strategic framework has been developed, based on lessons learned from the implementation process of the establishment of DM units within the NSs of Jordan, Syria and Yemen and the practical plans of action developed by DM working groups in each NS. The framework links the elements of disaster policy and planning, strengthening logistics capacities, disaster risk reduction and development of national intervention teams at branch and national levels. The DM efforts fit within the overall directions set in the comprehensive, five year strategic plans of the three NSs clarifying structures, skills and roles pertaining to disaster management at national and branch levels.

Technical support has been provided to the Qatar Red Crescent in terms of training its staff with a focus on integration of disaster management within the comprehensive reform and change strategy of the NS.

The Yemen Red Crescent has been assisted in the assessment of the risk reduction (road safety) project in Hodidda Branch. The outcomes of the assessment suggest the need to continue supporting the Branch and to expand the project into other governorates. The lessons learned from the project will be widely disseminated within the country (local authorities and Non-Governmental Organisations) and will be shared with other NSs in the region.

In May 2004, the Disaster Preparedness Programme delegate participated in the evaluation of the Iran drought project in Zahedan, focusing on an integrated approach in supplying water and promoting health education for Afghan refugees. The outcomes of the evaluation and the lessons learned are expected to be shared both within and outside the region.

Objective: Regional capacity is increased by harmonizing Red Crescent relief and logistics support through implementing a standardized systematic approach.

Progress/achievements in relation to expected results (relief and logistics)

Regional mapping of NS resources is completed and is accessible.

A questionnaire has been developed and shared with the NSs of Jordan, Yemen and Syria. The DM units in each NS will simplify the questionnaire to be used as a tool for evolving developmental logistics guidelines, providing base line information for the NSs in the region.

In February 2004, the logistics delegate from Amman undertook a review of the Syrian Red Crescent logistics capacities and facilities. Based on the recommendation of the review, the Syrian Red Crescent took the following measures

- The central warehouse at Swedaaa branch was rehabilitated to serve as a centre for hardware equipment and material
- A process of decentralization of response capacities has been started by distributing 256 tents to 10 branches.
- Logistics forms, in accordance with international standards, have been prepared to be used.
- Job descriptions for logistics manager, procurement officer, fleet director and storekeeper are under process.
- A logistics unit has been formally established, with fleet director and warehouse manager being appointed by the NS.
- The NS nominated all branch directors to be in charge of the logistic services in the branches, with one volunteer selected from each branch to assist the directors.

The Regional DP/DM facilitated the mission by the British Red Cross to assess and build up the logistics capacities of the Syrian Arab Red Crescent, including logistics analysis and mapping at national and branch levels, training of logistics staff and advice regarding new warehouse construction projects. In addition, an assessment study was conducted for Jordan Red Crescent logistics officers.

Trained and experienced relief / logistics human resources have increased.

The Regional DP/DM facilitated a training for 13 NS staff/volunteers of the Syrian Arab Red Crescent involved in logistics and related functions at HQ and branch levels. A similar training was also offered to seven staff members working with the Jordan Red Crescent. The training covered important topics such as warehouse management, standardization, people management, assessment and planning logistics, mobilization tracking, reporting, emergencies relief item catalogue, logistics role and responsibilities, etc.

26 Syrian, 40 Jordanian and 28 Qatari Red Crescent staff and volunteers were trained in disaster preparedness. The purpose of the training was to train NSs, to identify potential DP/DR trainers and to assist NS disaster management coordinators in conducting further DP/DM training at branch level. The training covered a range of topics including preparedness planning, risk reduction, increasing community awareness, disaster emergency and need assessment, disaster programme information and reporting, improving coordination, project planning, improving basic training skills.

Objective: Increasing number of NSs in the MENA region who have a structured national disaster management programme to respond to in-country disasters.

Progress/achievements in relation to expected results (National Disaster Management Structures and Intervention Teams)

Three National Societies will have established Disaster Management Units within their structures and will have appointed focal points for coordination of DM activities.

Syria, Jordan and Yemen NSs developed DM plans of action to build up their capacities in DP/DM. The plans included specific actions with increasing commitments of the NSs to establish National Intervention Teams and to set up organizational structure within the NSs. In each case, the plans were approved by NS governing boards. The Regional DP/DM facilitated the participation of the branches in the development of the organizational structures and plans of action.

One Vulnerability and Capacity Assessment (VCA) study has been carried out.

In coordination with the North Africa regional office, the Regional DP/DM facilitated training of staff and volunteers (28 from Moroccan Red Crescent and 26 from Tunisian Red Crescent) in VCA skills and methodologies. The NSs of Jordan and Syria were also assisted to prepare VCA proposals to be submitted to the British Red Cross for funding. Based on the earlier VCA experience, the Yemen Red Crescent has requested the assistance to expand the VCA process to cover more governorates.

Impact

- Improved communication exists in Syria and Yemen, as DM focal points have been nominated at headquarters (HQ) and branch levels. DM specialized groups were established according to the interest and profession of volunteers to increase commitment and creativity. This has created an opportunity for increased cooperation between branches and volunteers in implementing activities
- DM tools such as well prepared National Society questionnaire are well perceived by the NSs in the region and many of them consider them useful to plan their integrated activities and programmes.
- Useful recommendations have emerged from the logistics component as regards the need to advise NSs on the international standards for building new warehouses and upgrading procedures for the existing warehouses.

Constraints

Although considerable efforts have been made to include as many branch staff and volunteers in the training of DP/DM, the effectiveness of the effort will be based on the degree of support the trained volunteers get from the leadership/senior management of the NS at both HQ and branch levels. However, both volunteers and staff often voice their concern that the level of support they get is not as much as required to enable them to keep the momentum in the implementation of DP/DM activities.

Coordination

DP/DM activities are often carried out in close cooperation with the NSs, relevant institutions including civil defence and other national and international organizations with a mandate to deal with disasters and related aspects.

Humanitarian Values

Goal: Increased awareness of decision makers, humanitarian agencies and the public at large of the Movement's Fundamental Principles and Values, increases respect for such values and improves the prospect of saving lives.

Objective: Information and communication capacities of MENA National Societies are enhanced; their activities, work and humanitarian values are more visible.

Progress/achievements in relation to expected results (public information/communication)

Communication capacities of NSs in the region are improved through training of information staff and volunteers.

A 3 day media workshop was held in Sana'a to train information officers from 11 branches. Representatives from various media in the country, including radio, TV, major newspapers and the Ministries of Health and Information participated in the training. The curriculum included training on dealing with the media during disasters and regular programme activities to promote NS work, writing articles and press releases, building relations with the media, organizing press conferences, and networking and coordination within branches. Some participating journalists gave their views on how to network with the NSs to achieve maximum impact for NS activities and mechanisms of improving the flow of information from the NS to the media. A similar training course is planned to be held in Algeria and Morocco at the end of June 2004.

Assistance has been provided to the Jordan Red Crescent through training a public relations/information staff member who worked with the Delegation's Information Officer as a staff on loan. More support was given to the Jordan Red Crescent in the organization of the May 8 celebrations of the International Red Cross/Red Crescent Day, which was presided over by the prime minister of Jordan. A meeting for media representatives was also organized to familiarize them with the work of the Movement including International Humanitarian Law (IHL).

A central information/communication network to improve knowledge and experience sharing and cooperation among NSs has been established.

The recommendations from the information officers meeting held at the end of 2003 has been adopted by several NSs including Algeria, the United Arab Emirates, Qatar and Jordan.

Integrated planning, coordination and training activities are increased and more information support is provided to all Federation programmes, namely health and organizational development.

Training events are now discussed routinely with delegates and planning is done accordingly. The necessary information components are prepared and delivered in the various courses related to leadership development, BTC, CBFA, etc. Further support has been provided to such programmes in terms of production of needed information materials such as folders and coordination of media coverage.

Cooperation with international, regional and local media has been improved and expanded to secure reasonable coverage of Movement activities and its humanitarian values.

Discussion has been initiated with Al-Jazeera satellite TV station to establish cooperation with the Federation. A proposal is being presented to the management of the station for the production of a monthly programme on disasters and their adverse effects.

The regular flow of information from the Delegation to the various media organizations in Jordan continues including press releases, articles, interviews with Federation and NS officials and other relevant information material.

Coverage of IFRC and NS activities is secured through a very strong network of media representatives in Jordan including TV, radio, correspondents of major Arab TV satellite channels and news agencies.

Cooperation among the three components of the Red Cross/Red Crescent Movement has been strengthened and continues to present a united image of the Movement.

Coordination with ICRC and the Jordan Red Crescent has improved during the reporting period. This was most evident in the activities organized by the components during workshops and preparations for the International Day of Red Cross/Red Crescent. Both the ICRC and the Jordan Red Crescent contributed to the information officers' meeting and other important events organized by the Federation Delegation.

Objective: Continue to use Al-Ittihad newsletter to reflect a unified image of the Movement, cover activities of NS, increase visibility of the Federation and provide a better understanding of humanitarian values.

Progress/achievements in relation to expected results (Al-Ittihad newsletter)

More NSs have been contributing articles and news items to Al-Ittihad reflecting their activities, especially actions within local communities.

The NSs of United Arab Emirates, Saudi Arabia, Jordan, Palestine and Qatar have been increasingly contributing articles to Al-Ittihad. This was evident in the last two issues of the newsletter. This trend will continue and more NSs will be encouraged to send articles on a regular basis.

Al-Ittihad's circulation has been expanded to include NSs outside the MENA region such as Sudan, Somalia, Djibouti and Mauritania as well as to the Federation's regional delegations and other external partners.

New addresses have been added to the Al-Ittihad's mailing list, including the prime minister and cabinet members of Jordan. Other users will be added to the mailing list before the end of the year, as more copies are printed in the coming issues.

Al-Ittihad's print run and number of pages are increased to accommodate demands from NSs and other partners.

The number of pages of the last issue was increased by 8 additional pages to accommodate coverage of the Bam disaster. Up to 5,000 copies are being printed now, as opposed to only 4,000 last year.

Visibility of NSs, Federation and Movement has been enhanced and humanitarian values dissemination is expanded in the region.

Al-Ittihad continues to be widely distributed to all NSs in the Middle East and North Africa as well as to a large number of PNSs around the world. Several newspapers in Jordan have reprinted articles from the newsletter.

Objective: Within 2004, design and execute a major pilot campaign on road safety in Jordan to increase knowledge and change attitudes and practices related to traffic and driving thus reducing the number of victims and economic losses in the country.

Progress/achievements in relation to expected results (road safety)

The advocacy part of the campaign has included very high political decision makers (e.g. HM King Abdullah or HM Queen Rania), various non-governmental organizations, government and private sector partners.

Meetings were held at the Jordan Red Crescent with several partners including the Prime Minister's Office, Ministry of Interior and the Traffic Department to discuss the campaign focusing on road accidents. The President of the Jordan Red Crescent announced the plan during the celebrations of the International Day of Red Cross/Red Crescent in early May, 2004. The King and Prime Minister are very supportive of the campaign. More meetings will be held with other partners to promote the campaign and begin the actual planning of activities.

Impact

The inclusion of information/ communication as part of the key areas of Federation support to the NSs has created a conducive environment where the NSs are showing increasing commitment to the Fundamental Principles and Values of the Movement as well as in terms of working together more effectively in line with Strategy 2010 of the Federation.

Constraints

The major constraint continues to be the lack of human resources compared with the scope of work and the increasing demands of the NSs seeking support in the area of information and communication.

Coordination

Useful coordination and cooperation links have been developed with various electronic and print media units in the region to promote public awareness and generate support to the humanitarian work carried out through the NSs and the Federation in the various parts of the Middle East and North Africa.

Organisational Development

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

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

Progress/achievements in relation to expected results

NS leaders have been constantly improving their knowledge about the Movement and maximizing their contribution to the development of the National Societies.

- The 2nd module of the Leadership Development Course was conducted in Amman between 28 April and 3 May 2004, involving 14 participants from 11 National Societies.
- The course covered a range of topics including development/amendment of NS statutes, NS challenges and development strategy (presented by a panel of representatives/participants from the National Societies of Jordan, Lebanon, Qatar and Palestine), planning, monitoring/evaluation, knowledge management/learning organizations, the challenges of leadership in a changing world, team building/leading, etc.
- The specific topics were facilitated by resource persons from the Federation, ICRC, local consultancy firms and the International Leadership Academy of the United Nations (UN). In addition, the participants actively contributed presenting specific case studies based on the experiences in their respective National Societies, enriching the process in terms of peer led learning.
- The training contributed towards awareness raising and development of practical skills for key NS leaders and senior managers with increased motivation towards more dynamic NS development based on strong foundation, skilled human resources and efficient systems and procedures. Significantly, it also contributed in terms of sharing lessons learnt within the region, pertaining to NS leadership and management.
- The summary of the evaluation conducted at the end of the course indicated that more than 90 percent of the participants rated the course as valuable and saw it as an important input that can help them improve their performance as NS leaders and senior managers.

Mid-level management skills have improved with staff and active volunteers being trained on specific skills, including Project Planning Processes (PPP).

- 15 employees from the Palestine Red Crescent Society (PRCS), in Lebanon and Syria branches, were trained on PPP techniques.
- Jointly facilitated by resource persons from the Palestine Red Crescent and the Federation, the training was conducted in Beirut between 23-27 March 2004, aiming to equip the participants with the basic skills for project planning, monitoring, evaluation and reporting.
- The training was conducted in Arabic to facilitate understanding, based on the standard PPP guidelines of the Federation translated into Arabic
- The participants were enabled to broaden their understanding going through the specific steps of the project planning process including analysis of internal and external factors, objective setting, implementation, monitoring, evaluation and reporting.
- The feedback from the participants indicates their positive appraisal of the content and methodology, which included the analysis of the current PRCS appeal as a case study. Most of them expressed their satisfaction and stated that the insight and practical skills they gained from the course will give them more confidence in terms of improving their performance in the development and management of projects.
- 22 participants (including 6 female participants) from 12 National Societies in the MENA region participated in the Regional BTC conducted in Amman between 18 and 22 May 2004.

- The course covered a broad range of issues related to the roles of the Components of Red Cross and Red Crescent Movement (i.e. the role of the ICRC in IHL, protection and assistance, the role of the Federation in disaster relief and NS capacity building, and the roles of the NSs in terms of both relief and development), issues related to team building and the code of conduct including aspects of cultural awareness required for potential delegates to work as effective team members in a multi-cultural environment..
- The National Societies of the region attach a very high degree of importance to the Regional BTC initiative, as it is perceived as an important channel to enable the human resources from the region to contribute within the wider network of the Movement.
- The course enabled the participants to be better equipped with the basic Red Cross and Red Crescent knowledge and skills required especially in the event when they are mobilized for international missions through the Federation and the ICRC. It also contributed to the overall development of mid-level management capacities to improve performance at all levels in the context of their own respective National Societies.
- In the joint evaluation made by the Federation and the ICRC at the end of the course, 17 participants were recommended (out of whom 8 were highly recommended) to work as delegates with possible missions through the Federation and ICRC.

Initiatives to encourage internal NS change and development.

- The Federation is currently assisting the Syrian Arab Red Crescent (SARC) in its effort to launch a process of comprehensive reform and change involving a local consultant who will undertake a comprehensive assessment and will recommend measures for improvement in relation to structures, human resources and financial management systems at HQ and branch levels.
- The consultancy study, expected to be ready by September/October 2004, will go a long way in improving overall performance of the NS in terms of planning and management of effective and relevant programmes and services.
- As part of the overall organizational development support to the NS, the Federation facilitated a basic management training for 16 Syrian Arab Red Crescent volunteers in charge of disaster management units at HQ and branch levels. The training provided the participants with the opportunity to explore and appreciate the link between organizational development and disaster management to improve their performance in terms of more integrated planning and management of NS activities. The feedback from the participants indicates the usefulness of the course in terms of raising awareness and skills as regards the need to use emergency interventions as an opportunity to build institutional (organizational) capacities at HQ and branch levels

National Societies have been benefiting from the Capacity Building Fund (CBF) of the Federation with applications pre-selected and screened before submission.

- Working with the National Societies of Jordan and Syria, the Federation is facilitating the development of projects to be submitted for possible funding from the Capacity Building Fund.
- The process aims to assist the concerned National Societies in their effort to implement projects within the framework of their five-year strategic plans (developed with technical support from the Federation). An additional application has been submitted, seeking funding for training of trainers in PSP as part of the regional support to the National Societies in health and health related activities.

Additional tasks in relation to the coordination of MENA Gender Network activities.

- Coordinated by the Federation, a working group (from five National Societies in the region) agreed on the gender plan of action for 2004 as well as on the terms of reference for a Regional Working Group on Gender.
- The global gender training manual is currently being translated into Arabic in cooperation with the Iraq Delegation especially in terms of funding.

Impact

The leadership development initiative has created a good forum to engage NS leaders and senior managers in a continuing dialogue as regards the need to bolster NS capacities in response to increasing humanitarian needs in the region.

The positive influence created is helping several National Societies in the region to increase their commitment as regards the need for change based on sustainable development. Some National Societies including Jordan, Syria and Yemen have articulated their visions through comprehensive strategic plans as a basis for serving the most vulnerable with greater efficiency and effectiveness. The NS of Qatar is implementing a comprehensive reform and change strategy. A similar effort is underway in Syria with the NS supported by the Federation to realize its desire for change based on comprehensive assessments.

Constraints

The general problem is related to the need to adjust expectations of results (as a matter of immediate concern) in recognition of the reality that the process of development and change takes its own course before tangible results are generated.

Although the regional BTC initiative aims to prepare potential delegates who can be deployed for international missions, the rate of absorption in terms of deployment tends to be slow. The fact that the process of deployment lags far behind than training can act as a disincentive to future efforts in this respect.

Reflecting the focus made on gender and related issues, in line with the recommendations from the 3rd MENA Conference (Tehran, 2001), a separate appeal was prepared at the beginning of 2004 in order to strengthen gender analysis and mainstreaming in NS organization /management and services. However, as no funding has been available to support the separate gender appeal, only limited activities are carried out in relation to gender as part of the overall Organizational Development support to the National Societies in the region

Coordination

A useful initiative has been started with the International Leadership Academy of the UN, recently established within the premises of the University of Jordan. Resource persons from the academy participated in the facilitation of some of the topics during the leadership course in April 2004.

Coordination, Cooperation and Strategic Partnerships

Goal: Effective and optimal utilization of resources mobilized through the Secretariat and other partners contribute to enhance capacities of the National Societies in delivering sustainable quality services and advocating on behalf of vulnerable people.

Objective: The National Societies in the region have an increased number of partners who are aware of and sensitive to their priorities and respond to them in a coordinated manner.

Progress/achievements in relation to expected results

The National Societies in the Middle East, with support from the Middle East Office of the Federation, are committed to implementing the recommendations of the MENA Conferences and are using monitoring and follow up mechanisms supported by the Secretariat's structure in the region.

- The recommendations from the various MENA Conferences are integrated as part of the priorities addressed through the Federation's Middle East appeal to ensure implementation through coordinated efforts. Coordination support is being given to the MENA Gender Network, established through the recommendation from the 3rd MENA Conference (Tehran, 2001).

- The Middle East Office contributed to the preparation and conduct of the 4th MENA Conference (March 2004, Bahrain) as well as to the Mediterranean Conference (May 2004, Cairo). The recommendations from both Conferences highlighted the need to give increased attention to youth, as they compose 80 percent of NS volunteers in the region.

Cooperation between Movement's Components and the National Societies in the region with strong potential for humanitarian work has been strengthened.

- Cooperation with the National Societies has been strengthened through a variety of ways, including field visits to encourage a process of mutual understanding and cooperation.
- Cooperation with ICRC has been strengthened through periodic meetings to harmonize approaches towards NS support as well through specific actions jointly carried out. (e.g. Regional BTC)

A coordinated approach has been fully acknowledged by internal and external stakeholders.

- The Middle East Office provided coordination support to the delegations and National Societies in the region in terms of planning of and reporting on programmes and services. The Finance Unit of the Office has been restructured in the light of the development that resulted in the shift of the Regional Finance Unit to Ankara.
- Additionally, efforts are underway for the Office to provide a focal point for coordination of bilateral programmes with the French and the Danish Red Cross Societies. This involves sharing office base and other facilities in the interest of better cost effectiveness and coordination.

Impact

The sustained effort being made in terms of operational and capacity building support to the NSs is gradually yielding positive results, as the National Societies of the region are increasingly interested in strengthening relations with Secretariat/delegations and other components of the Movement.

Constraint

The flip side of the increasing NS interest poses a challenge in terms of having limited capacities to respond to increasing demand for operational and capacity building support.

Coordination

The coordination by the Middle East Office aims to achieve results in terms of improved communication vertically with the Secretariat and horizontally with the National Societies and the delegations in the region.

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