

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

16 DECEMBER 2004

Appeal No. 01. 89/2004

Appeal Target: CHF 3,615,761

Programme Update No. 2

Period covered: July- December 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 180 countries.

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In Brief

Appeal coverage: 73.1 percent

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Programme Summary

17 national societies (NS) have formally identified the importance of the psycho-social support program (PSP) and have included a stress management course in their community-based first aid (CBFA) training. The HIV/AIDS review and assessment completed in August 2004 highlighted key issues for future programme considerations. They include the need: to better identify target groups, increasing utilization of evidence based methods; for built in monitoring and evaluation; as well as for 'proper' capacity building in which the national societies are handed over authority and responsibility for programs.

The regional delegation, with technical support from the secretariat, facilitated the development of a code of conduct for emergencies based on the standard SPHERE handbook of the Federation. Selected staff and volunteers from the NS of Iraq, Jordan, Morocco, Syria and Yemen worked together to develop a SPHERE plan of action for 2004-2005 with terms of reference for the SPHERE working group. A summary of the SPHERE handbook is being developed for the region.

Under the patronage of HM Queen Rania Al-Abdullah, the Middle East Office, in collaboration with the Jordan Red Crescent, organized a regional launch of the World Disasters Report in October 2004. The launch, in Amman, was attended by over 250 people including ministers, ambassadors, UN representatives and Red Crescent volunteers and staff.

14 participants from 11 NS (including presidents and secretaries general) completed the three-phased cycle of the leadership development programme started in 2003. The final evaluation by the participants indicates that the process has considerably contributed to the improvement of their skills and capacities 'to do things differently'

linking leadership development to NS organizational change. The Middle East Office of the Federation, in Amman, is providing coordination support to bilateral programmes by the participating NS – a process which, among others, involves sharing office base and facilities in the interest of better cost effectiveness and coordination.

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 (Information networking, knowledge sharing and skills exchange)

Expected result 1: Health human resources databank is established focusing on regional expertise and selected international links

- NS are currently completing the questionnaire designed to identify regional expertise for entry into the database. The database package is ready in both English and Arabic.
- Updated informative electronic bulletin on health priorities, assessments, programmes, current developments is circulated to NS and partner MENA desk officers
- The bulletin, entitled 'Health @ MENA', was again produced and circulated (English and Arabic versions) to NS. The first issue resulted in a donation from the Qatar Red Crescent to the Yemen Red Crescent of urgently needed first aid kits.

Expected result 2: 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.

Expected result 3: Two external programme impact assessments are conducted, addressing priority programmes.

- The HIV/AIDS review was conducted by an external consultant in July/Aug 2004. The report highlighted key issues to be addressed by future programming. The findings were circulated to all MENA NS and discussed at the 1st MENA HIV/AIDS network meeting (Beirut Sept 23-25).
- The 2nd review of community based first aid activities commenced on 15 November 2004.

Expected result 4: Three priority national society health and care assessments are conducted (Lebanon, Yemen, Jordan)

The review in Lebanon was completed in Sept 2004 by a local consultant. The findings are now with the NS. A one day workshop is planned before the end of 2004 to assist the Lebanese Red Cross in identifying appropriate programming areas and/or modifications indicated by the assessment. In Yemen, the Federation representative is trying to identify a local consultant that can conduct the work. The assessment in Jordan will be postponed to 2005 due to financial constraints.

Expected result 5: 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).

- Sharing of relevant information and reports has been institutionalised and also included UNICEF regional office in MENA.
- Sensitisation and links to MENA NS have been included in all regional meetings and missions as to the MOU and its implications. NS have been encouraged to follow up with local WHO and ministry of health offices.

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

Progress/achievements (PSP)

Expected result 1: 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

- In addition to Palestine A/OT, Iran and Lebanon, action plans being established in Morocco & Egypt
- A field visit was made to Morocco to support PSP team in building a plan of action and preparing culturally adapted PSP training material. Meetings with Egyptian Red Crescent (ERCS) management discussed PSP activities within the ERCS
- Collaboration with the Federation technical PSP staff is well highlighted and NS professionals are working closely with the Federation Middle East Office.

Expected result 2: Five national societies have developed a plan of action addressing psychological needs based on the society's acknowledgment of the importance of rebuilding people's emotional wellbeing following stressful and/or traumatic events.

- Morocco has integrated PSP in disaster management activities and has shown good capacity with the presence of good technical team, to initiate and run PSP activities.
- Lebanon has built a plan of action to be approved by the management of the Lebanese Red Cross
- 17 NS have now formally identified the importance of PSP and have included a stress management course in their CBFA training.

Expected result 3: National society staff/volunteers in five countries have demonstrated ability and capacity to manage and sustain PSP activities.

- PSP teams are actively involved and operational in Yemen, Lebanon, Morocco, Egypt and Algeria. In Yemen, the teams are actively involved in disaster management trainings, In Lebanon the team is involved in a weekly PSP session with first aid volunteers. In Morocco, a PSP national intervention team has been identified and trained to respond to disasters/crisis situations.
- Qatar has taken the initiative to host PSP meeting and is working on the PSP Arabic version of the manual as well as the new culturally adapted modules to be added.
- Lebanon is increasing its capacities and skills in PSP by organizing a refresher and skills upgrading workshop for the PSP team.
- The delegation sponsored PSP a focal point to attend the European PSP network meeting in Innsbruck Austria. Participant from the Lebanese Red Cross represented MENA PSP programs and was highly appreciated by participants.
- The delegation has sponsored three participants, two from Egypt and one from Iran, to attend a Training of Trainers course in London along with the regional PSP coordinator after which the PSP TOT manual will be produced.
- A staff-on-loan from the Egyptian Red Crescent has been working in the Amman Office for one week sponsored by the delegation to support production of the PSP TOT manual.

Expected result 4: 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 NS is progressing. The process of integration of the different programmes and activities is being emphasised in the interest of more synergy in the planning and implementation of the core areas. A health meeting for North African NS (in Tunis) July 2004 highlighted the need to integrate PSP in all ongoing programs and support volunteers. The regional PSP coordinator attended the first regional network meeting for HIV/AIDS to integrate PSP into HIV/AIDS programs.
- Improved networking among the NS in the region. Algerian Red Crescent is presently collaborating with Moroccan Red Crescent and works with all the MENA NS, especially with Iran and the regional delegation, to produce a stress management module to be integrated in the CBFA training manual.
- Networking has also been done with European NS to gather lessons learnt and improve materials and programs regarding PSP. Collaboration with French Red Cross was made to support Moroccan Red Crescent Society.

- ToT PSP manual is being produced by the delegation to follow the basic PSP training manual. New PSP modules will be added as well as Training of Trainers material will be compiled, after which a pool of trainers in the MENA region will be identified through several workshops.

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 (HIV/AIDS)

Expected result 1: Training of Trainers has been offered to national societies in the regions linked to monitoring and managing awareness.

- The first MENA HIV/AIDS network was launched after the Beirut September 23-25 meetings. The network will focus on sharing experiences, resources and expertise, as well as development of MENA specific material. Three thematic working groups also established (Stigma & Discrimination, Mass Media & Communications, and Advocacy & Partnership for people living with HIV). Each working group is chaired by a MENA NS. Two working groups have already established plans addressing the themes.
- Iran Red Crescent has established its first HIV/AIDS unit to manage all related activities. The NS is now strongly positioned to become the principal recipient (over the next 1 year) for the third round of the Global Fund. The current lead agency for the programme is the United Nations Development Programme (UNDP). The third round activities included innovative projects with three other NGOs in Iran working with injecting drug users and people living with HIV.
- Representatives from the NS of Iran and Morocco attended the 15th International AIDS Conference in Bangkok July 2004.
- Tunisian Red Crescent will act as focal point for HIV/AIDS and related issues for North Africa.
- Morocco Red Crescent continued its training activities focusing on youth and youth peer education. Two such trainings were conducted in the second half of 2004.

Expected result 2: Sexually transmitted illness (STI) training has been formally integrated into relevant training programmes including disaster preparedness/ response, organizational development, and community based first aid.

- A new module of the subject has been finalized in Arabic and is now a component of the updated community based first aid curriculum.
- Material on the subject has been customized for use in the Gulf sub-region by staff-on-loan from Qatar Red Crescent.
- Syrian Red Crescent is launching its first Voluntary Counselling and Testing Centre (VCT) on December 1st with the support of UNICEF.

Objective: Community based first aid programmes and networks are increasingly integrated with relevant programmes and priority emergency services.

Progress/Achievements (CBFA programmes)

Expected result 1: Curricula that are increasingly standardized with more practical/relevant contents have been utilized, including relevant country specific modules.

The First MENA CBFA Network was launched after Amman meetings June 1-3 2004. The network meetings, attended by 14 NS, approved the updated CBFA curriculum and the addition of modules addressing cardio-pulmonary resuscitation CPR, stress management, road traffic accidents, and HIV/AIDS. Three working groups drafted the new modules. Pending financial support, the manual is to be printed as soon as possible. The manual is also being translated from Arabic to Farsi, for use in Iran.

Expected result 2: 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).

CBFA focal points from 14 NS met in Tunis between 6-8 September 2004 and discussed modalities of improving training and service related to CBF. The Federation is now working with Jordan Red Crescent through a grant

from the Capacity Building Fund to pilot new CBFA curriculum at branch level. Additionally, the Syrian Red Crescent is also being supported by the same fund on similar CBFA program over next twelve months.

Expected result 3: Critical gaps in personnel skills/hardware and material availability in emergency medical and ambulance services have been identified.

- Egyptian Red Crescent has been able to secure funding for two of the five first aid centres.
- Jordanian Red Crescent continues to seek support for two additional ambulances.

Expected result 4: Road Safety campaign material and resources are offered to sub regions and countries, with activities targeting vulnerable groups (school children).

The new CBFA curriculum has now integrated fully a module on road safety. This will be used to train NS volunteers and the general public in the MENA region.

Impact: The HIV/AIDS review and assessment completed in Aug 2004 highlighted key issues for future program considerations. They include the need to better identify target groups, increasing utilization of evidence based methods, need for built in monitoring and evaluation, as well as the need for 'proper' capacity building in which the NS are handed over authority and responsibility for programs.

The launch of the networks in the region (CBFA, PSP, and HIV/AIDS) has demonstrated both a strong willingness and ability by MENA NS to lead their own development and strategic direction. What has been achieved by Iranian Red Crescent working on HIV/AIDS is a true successful model that is being shared through the network.

Activities related to psychological support in the region have been integrated into a number of wider programs (CBFA and HIV/AIDS). This is critical to the success of the PSP pilot that will be scaled down by the summer of 2005.

Constraints: The crisis and conflict in the region continue to hinder progress on selected programs. Coupled with lack and/or delay of adequate resources to support health and care regional programmes a number of programs have been postponed. Additionally, the restructuring of IFRC at both Geneva and regional level has contributed to slow progress in the planning and implementation of programmes.

Coordination: The thematic health networks established in MENA are working within a framework of cooperation with all key players including WHO, UNICEF, UNFPA, and local authorities. In particular, coordination with UNICEF on HIV/AIDS is vitally important to strengthen NS initiatives with additional expertise and resources.

Disaster Management

Goal: Capacities and coordination mechanisms of the Red Cross/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 large-scale regional disasters.

Progress/achievements

Expected result 1: Trained and experienced human resources in relief have increased

- A data base has been established by the NS of Morocco, Syria and Yemen identifying resource persons including trainers in disaster management, vulnerability capacity assessment (VCA) facilitators and first responders trained as national intervention teams (NITs)
- 17 Syrian Red Crescent staff and volunteers were trained as trainers on disaster preparedness and management and a plan of action has been developed for the trainers to follow up activities at branch level in 2005. Facilitated by a resource person from the Jordanian Red Crescent, a similar training was conducted for 26 volunteers and staff from the Yemen Red Crescent

- In cooperation with the Iraqi delegation, terms of reference have been developed to help selected Iraq Red Crescent volunteers and staff to undertake rapid damage assessment in view of the need to start rehabilitation in most parts of the country.
- Assistance has been given to the Jordan Red Crescent in their effort to develop terms of reference for a disaster management working group.
- The regional delegation facilitated a planning meeting for disaster management (DM) coordinators between 15 and 23 December 2004. Two participants from each of the NS of the Middle East and the Gulf attended the meeting

Expected result 2: Usage of standard relief and camp management systems has increased through out the region.

- The regional delegation, with technical support from the secretariat, facilitated the development of a code of conduct for emergencies based on the standard SPHERE handbook of the Federation. Selected staff and volunteers from the NS of Iraq, Jordan, Syria, and Yemen worked together to develop a SPHERE plan of action for 2004-2005 and terms of reference for the SPHERE working group. A summary of the SPHERE handbook is being developed for the region. A SPHERE focal point has been identified by the Yemen Red Crescent Society. The regional delegation facilitated the participation of a Syrian Arab Red Crescent volunteer in the SPHERE training of trainers in Delhi, India.
- The disaster preparedness delegate presented the SPHERE practice within the MENA region in the global meeting for disaster management coordinators in Ankara, Turkey.
- The disaster management working group established by the Yemen Red Crescent Society developed a case study on the road safety project the NS implemented involving students in cooperation with Ministry of Education.
- In cooperation with the Syrian and Moroccan NS, an assessment questionnaire has been developed to be used by the NSs in the planning and implementation of relief, relief health, logistics, water sanitation, etc.
- Yemen and Jordan NS have printed the logistic forms to be used in procurement, warehousing and transport systems.
- The Syrian Red Crescent has reorganized their warehouses according to Federation logistic standards.
- The Yemen Red Crescent has established a logistic working group to monitor their logistic system.
- The regional delegation facilitated the development of a plan of action for the Palestine Red Crescent to follow up on DFID funding including allocations for telecommunication

Objective: An increased number of national societies in the MENA region have a structured national disaster management programme to respond to in-country disasters.

Progress/achievements

Expected result 1: NS have established disaster management structures (disaster management units) and national intervention teams and focal points have been appointed for coordination of disaster management activities.

- The regional delegation facilitated the training of national intervention teams (NIT) in Morocco in which representatives from the NS of Egypt, Libya, Mauritania, Tunisia and Qatar also participated. The training camp, which also provided a forum for wider dissemination/education, brought together up to 400 participants. A similar exercise was carried out in August 2004, involving 86 staff and volunteers from the Palestine Red Crescent. The NIT training in Syria conducted between 3-9 September 2004 was attended by 110 NS volunteers and staff. The NIT training in Yemen, between 27 November and 3 December was attended by 130 NS staff and volunteers. It was conducted with participation of Syrian Arab Red Crescent representatives who facilitated some of the modules including camp management .

Expected result 2: NS have carried out VCA studies.

- Preparations have been finalized to enable the NS of Morocco and Tunisia to undertake VCA studies in selected governorates
- Representatives from the NS of Jordan, Palestine, Lebanon and Libya participated in the global VCA training of trainers (Spain, July 1-7, 2004)
- The regional delegation facilitated a VCA network meeting attended by participants from the NS of Jordan, Palestine and Syria, to exchange experiences in the conduct of VCA studies

- The recommendations from the VCA study by the Yemen Red Crescent have been reviewed by the regional delegation to facilitate implementation

Impact:

- Increased cooperation among NS including exchange of experiences in disaster management based on a roster of resource persons trained in a variety of DM skills
- Improved cooperation between the regional delegation and the NS as a result of the growing interest many of the NS show in terms of adaptation and implementation of global standards including SPHERE standards
- More effective planning and management of disaster response with disaster management units established to facilitate the process at HQ and branch levels

Constraints: Although cooperation among NS has considerably increased, most of them still depend on external sources, including expertise from the regional delegation, to facilitate training and development of strategies and plans. The need to build up capacities and ensure NS ownership represents a key area of challenge

Coordination: The growing cooperation among the NS including exchange of experiences in DM and related tasks will provide a good basis for further cooperation and coordination.

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 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

Expected result 1: Communication capacities of NS in the region are improved through training of information staff and volunteers.

Workshops on dealing with the media and establishing relations and partnerships with journalists were held in Algeria, Tunis and Morocco.

In Morocco, a group of 15 volunteers was established in connection with the training camp on disaster management (attended by more than 400 participants). The group was split into four sub-groups to cover the various activities of the camp and a newsletter was created. The event was well covered by the media. The occasion also helped to strengthen the cooperation between the media and the Moroccan Red Crescent (MRC).

This relationship was strengthened during a more focused, one-week training workshop in September 2004. Over 30 Moroccan RC volunteers and staff, among them the same volunteers and journalists who participated in the Marrakech camp, assembled to learn how to create partnerships with the media, write articles, use the internet, take pictures and mobilize communities. The head of programming at Moroccan TV and five journalists participated giving the media perspective on how to improve coverage of NS activities.

The MRC leadership held simultaneous meetings with trainees to decide the future organizational role of media focal points within the structures of the NS and establishing an information strategy to ensure that each region in the country has an information focal point capable of playing a role in case of any future disasters in the country. The NS also is planning to have an information officer to coordinate activities at the national level. Meetings and follow-up action will continue with the NS to ensure the institutionalization of information within the structures of the NS. Further assistance is expected to be provided by the Federation information/communication from Amman.

Two similar training courses were held in Algeria and Tunisia. Due to a large number of volunteers and staff in need of training, it was decided to hold three training workshop for Algeria. Each workshop involved 25-30 volunteers and local journalists. The first one took place in September, in the capital, the other two are planned to happen before the end of the year or early 2005.

The NS of Tunisia has a special setting as it depends almost entirely on volunteers with a very limited number of employed staff. The training took place with the understanding that a full time information focal point (either a volunteer or a staff member) will be hired. A volunteer from each branch took part in the training.

In an effort to further relations between the Federation and NS in MENA, the regional delegation facilitated the participation of a representative from the Jordan Red Crescent in the Global Information/Communication Delegates/Officers meeting in Geneva during the second week of November, 2004.

During the 13 Mediterranean RCRC Conference in Cairo (May 2004), the information section from Amman assisted the NS in organizing relations with the media and played an active role as part of the Federation team in drafting and translating the conference documents. Similar services were given to the 6th RC/RC Pan African Conference held in Algeria in September 2004.

A high-powered regional launch of the World Disaster Report was organized in Amman by the Middle East office in collaboration with the Jordan Red Crescent Society under the patronage of HM Queen Rania Al-Abdullah. Over 250 people including ministers, ambassadors, volunteers and others attended the successful launch, which was afforded good coverage by the media.

The information section of the regional delegation facilitated the production and printing of the Arabic version of the SPHERE handbook.

More training on FedNet was conducted for the information officer and others in Amman. A FedNet focal point has been identified and trained in Geneva at the secretariat to promote the use of FedNet in the region. A more focused effort is planned for the coming period to train other Federation staff and interested NS within MENA.

More support was provided to other programs and projects. They include the production of the first aid guide for MENA, HIV/AIDS focal points meeting in Beirut, and disaster preparedness and training of national intervention teams (NITs) in some countries.

A number of important Federation documents were translated into Arabic with support from the information section. Some of these are the Management Guide of the Federation, the Gender Policy, and the Tufts University study "One for All, All for one".

Expected result 2: A central information/communication network to improve knowledge and experience sharing and cooperation among NS in the region is established.

Preparations are under way for the second meeting of MENA NS information officers to take place in the United Arab Emirates. The purpose is to consolidate the network of information officers in the Middle East and North Africa based on exchange of ideas and knowledge and improving the capacities of NS in the region. The first meeting had resulted in the establishment of a network that came up with a number of recommendations to improve work among NS. Some of the concrete actions were the information/media workshops in some countries and much stronger ties between the Federation and most NS.

Expected result 3: Integrated planning, coordination and training activities are increased and more information support is provided to Federation programmes, namely health and organizational development.

Integration with various programmes within the Federation has continued in MENA. Planning, coordination and training activities are now discussed routinely with delegates and planned accordingly. This has been manifested especially during training workshops and other meetings. The information side of a number of workshops such as disaster management, HIV/AIDS, BTC and the CBFA has seen tighter coordination with other programmes within the Federation.

Expected result 4: Cooperation with international, regional and local media is enhanced and expanded to secure reasonable coverage of Movement activities and its humanitarian values.

Relations with the local, regional and international media in Jordan have been improving. Coverage of Federation and NS activities is secured through a strong network of media representatives including TV, radio,

correspondents of major Arab TV satellite channels and news agencies in addition to all major newspapers in the country. Activities include press releases, articles, and interviews with Federation and NS officials

Expected result 5: Cooperation among the three components of the International RCRC Movement is strengthened and solidified to continue presenting a united image of the Movement.

Coordination with ICRC and a number of NS in MENA has continued during the reporting period. The most evident example was the coordination between the Algerian Red Crescent, the Federation and the ICRC to conduct the information workshop in July 2004. This continued in other countries such as Morocco, Tunis and Iraq.

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

Progress/achievements

Expected result 1: More NS are contributing articles and news items to Al-Ittihad reflecting their activities, especially actions within local communities.

More NS have contributed articles to Al-Ittihad during the reporting period. The increase in the contribution is commensurate with training on dealing with the media. Algeria, Morocco, Tunis, Egypt have specifically increased their articles in the newsletter. Other NS such as UAE, Palestine, Jordan, Syria, Lebanon and Qatar continue to send articles.

Expected result 2: The mailing list of Al-Ittihad is expanded to include Arabic NS that are not within MENA such as Sudan, Somalia, Djibouti and Mauritania in addition to Federation regional delegations and other external partners worldwide.

New addresses have been added to the distribution list. Addresses of other Federation delegates in the different parts of the world will be included by the end of the current year.

Expected result 3: Al-Ittihad's print run and number of pages are increased to accommodate demands from NS and other parties.

Now 5,000 copies are being printed, up from 4,000 last year. No increase in the number of copies is planned in the near future.

Expected result 4: Visibility of NS, Federation and Movement is enhanced and dissemination of humanitarian values is expanded in the region.

Al-Ittihad continues to be distributed to all NS in the Middle East and North Africa, in addition to a large number of PNS. Several newspapers in Jordan have re-printed articles from the newsletter.

Objective: Design and execute, within 2004, a major pilot campaign on road safety in Jordan to change knowledge, attitudes, and practices related to traffic and driving to reduce the high number of fatalities and injuries, and economic losses in the country. The campaign would be the first of its kind in the region. It would be followed by other campaigns in other countries suffering from the same problem.

Progress/achievements

More meetings were held at the Jordan RC with several partners including the Jordan Society to Combat Road Accidents, the Ministry of Interior and the Traffic Department to discuss the campaign. However the campaign stalled due to various reasons, chief among them the lack of time and money provided to the project. The revival of the campaign is currently being discussed with the Jordan Red Crescent to focus the campaign on school and produce information materials targeting students and parents.

Impact: The inclusion of information/ communication as part of the key areas of Federation support to the NS has created an environment where the NS 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: Although the NS have started to contribute material (articles) to Al-Ittihad, there is a need to increase their contributions to enrich the content of the Newsletter with a focus of NS activities

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 NS and the Federation in various parts of the Middle East and North Africa.

Organizational Development

Goal: The NS in the MENA region play stronger roles 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

Expected result 1: NS leaders have been constantly improving their knowledge about the Movement maximizing their contribution to the development of the national societies

The first cycle of the MENA leadership development course completed and evaluated

The first cycle of the MENA leadership development programme (LDP), started in 2003, was concluded with the third and last module of the cycle conducted in Tunis between 27 September and 1 October 2004. 14 participants (including presidents and secretaries general) from 11 NS attended the course and successfully completed the cycle.

With each session facilitated in Arabic and selected participants taking the lead, the 3rd module covered a range of important topics - volunteering in a diverse context including gender and youth, advocacy/external relations/image, resource development, financial management including audit, and human resource development.

The participants enriched the process of knowledge sharing by presenting case studies on each topic based on the specific experiences in their NS.

The Lebanese Red Cross presented a case study covering the area of human resource development including volunteering. Based on the findings of a small survey the NS conducted among university students (1000), the case study provided useful perspectives exploring the question as to what motivates volunteers to join the Red Cross/ Red Crescent

- Up to 50 % of the youth want to volunteer in order to help people with specific responsibilities in the community (e.g. joining forces with others in the fight against smoking)
- While only 7 % of the respondents mentioned Red Cross/Red Crescent Principles, about 8 % mentioned experience/knowledge as the main source of motivation for them to serve as R.C/R.C volunteers.

The experiences from the NS of Morocco and Yemen focused on advocacy, external relations and image. The increasing partnership that the Moroccan Red Crescent is forging with governmental and non-governmental organizations (including the media and the private sector) after its involvement in the recent (2003) earthquake emergency operation was emphasised as a good example to use successful service delivery as a spring board to promote advocacy and external relations. The experience from the Yemen Red Crescent highlighted the way the NS is currently focusing on advocacy and external relations building partnerships with national and international organizations as part of the effort being made to 're-launch' the NS after the new leadership was established at the end of 2003.

The NS of Qatar and Syria shared their experiences on resource development. The case study from Qatar indicated how the NS dramatically increased (almost tripled) its income in the past 3 years by establishing a resource development department as part of the core structure of the NS to deal with resource mobilization with the required degree of professionalism. The experience from the Syrian Arab Red Crescent highlighted the considerable effort the NS makes to diversify its sources of income. The special permit the Syrian Arab Red Crescent recently got from the government to enable it to use a certain percentage of the proceeds from stamps was discussed as a matter of interest that can provide a good example for other NS.

Conclusion/evaluation

As the implementation of the 3^d module completed the 1st cycle of the MENA leadership development initiative started in 2003, the participants evaluated the course in terms of both content and process. The key observations they made are summarised as follows

- Leadership development, as a component of capacity building, should be directly linked to organizational (NS) change and development
- The complementarity, rather than the difference, between leadership and management need to be emphasized to improve NS performance with a higher level of team spirit
- The effort made to adapt the course to the MENA regional context is commendable. The translation of the material into Arabic and the extensive involvement of the participants to facilitate certain sessions, based on prior preparations and specific case studies, has fostered an environment of peer-led learning
- It would be useful to enrich the course by adding more material on *how to ensure effective leadership in a conflict environment*.
- The various case studies presented during the course should be developed further to promote knowledge sharing within and outside the region.
- In view of the immense benefit the course offers in terms of improving leadership, planning and management capacities, there is an obvious need for the initiative to continue involving more participants from the NS in the region. The very positive appraisal by the participants was expressed in a variety of ways, such as: *'The behavioural change I got through these courses (regarding the need to listen/learn and to be flexible) will help me to adjust a lot not only in my work but also within my family.'*

Follow-up steps

The possibility to develop appropriate material related to leadership in a conflict environment to be explored in coordination with the ICRC and the International Leadership Academy of the United Nations based in Amman.

The case studies presented by NS participants during the training to be developed further in coordination with concerned NS.

Based on the topics covered by the first cycle of the leadership development programme, the participants identified key areas of focus for further follow up and action within their respective NS. The key topics identified for follow up include amendment of statutes (Lebanon, Palestine, Syria and Tunisia) and leadership/management development (Jordan, Lebanon, Qatar and Yemen). The implementation of these activities at country level will be monitored as part of the follow up action.

Branch development including governance and management development at branch level

Among the participants who completed the first cycle of the leadership development course, the representatives from Lebanon, Libya and Qatar were recommended to form a committee to work with the Federation's regional offices in Amman and Tunis to review the manual for the pilot project which focuses on branch development including development of governance and management at branch level. In a working group meeting held in Tunis between 17 and 18 December 2004, the committee reviewed the manual and adapted the material in terms of content and language including the quality of translation into Arabic.

Expected result 2: Mid-level management skills have improved with staff and active volunteers trained on specific skills including project planning processes (PPP).

Mid-level management capacity building as an integrated process - Jordan Red Crescent

In line with the human resource development objective of the Jordanian Red Crescent, facilitated the implementation of an integrated mid-level management training covering the key areas of volunteer management, branch development, project planning and financial management. 13 project coordinators/managers from the HQ and branches participated in the training, which was conducted in Amman from 19 to 22 September 2004. The participants emphasised the importance of community needs assessment to establish relevant branch programmes, analysis of challenges and opportunities related to volunteering, the need to ensure effective planning and monitoring at all levels, etc., as some of the key areas in which they received considerable benefit during the training.

At the level of implementation, the national societies of Jordan and Syria are making renewed efforts to integrate first aid and branch development using resources allocated through the Capacity Building Fund.

Mid-level management capacity building with a focus on project planning process (PPP)

At a regional level, 18 participants from 10 NS attended a training on (PPP) conducted in Amman, between 21 and 24 November 2004. The training aims to help mid level managers and active volunteers improve their skills in planning monitoring, reporting and evaluation, in response to the request by the NS.

Initiatives to encourage internal NS change and development

MENA youth development

To enhance the implementation of the Manama declaration (4th MENA Conference, Bahrain 2004) regarding the need to improve youth participation within NS structures and services, efforts are underway to establish regional/sub-regional youth networks and programmes of action.

To maximize effective use of available experience from within the region, related to youth and volunteering, internship arrangements are being discussed to involve some of the Lebanese Red Cross volunteers with a rich experience in youth and volunteering. The interns will work with the Federation delegations in Lebanon/Amman to facilitate the process of MENA youth development in consultation with MENA NS youth leaders and directors. A regional meeting is planned to be held at the beginning of 2005, bringing together NS youth leaders/directors from the Middle East, North Africa and the Gulf. The interns will also play a key role in the development of case studies in volunteering and youth based on the experiences of the Lebanese Red Cross. The case studies will be widely circulated to facilitate exchange of experience among the NS within and outside the region.

Structural reform support – Syrian Arab Red Crescent

The current OD support to the Syrian Arab Red Crescent includes the effort the NS makes to improve its performance with a process of reform and change in which a local consultant is engaged to carry out comprehensive assessment and recommend measures for improvement in relation to structures and human resources. Currently, the draft consultancy report is being reviewed by the NS on the basis of which the final version will be produced and subsequently implemented.

Additional tasks accomplished during the reporting period

Global OD indicators

There was attendance at a workshop on global OD indicators organized by the organizational development department at the secretariat between 4 and 7 October 2004. Designed to sharpen the process of performance management based on measurable results, the workshop was attended by relevant departments from the Federation and the ICRC, NS representatives including both participating and operating NS and OD practitioners from the field. It is expected that some of the NS in the region will be involved in the implementation of the pilot phase of the project based on further guidelines from the secretariat.

MENA strategic framework with perspectives and priorities for 2005-2010

A draft MENA strategic framework was developed, which assesses the overall progress the NS have made over the past 10 years, outlines perspectives and priorities for 2005-2010 and re-defines the secretariat's support structures and functions within the MENA context. The perspectives and priorities for 2005-2010 are based on NS priorities expressed in a variety of ways including individual NS strategic plans and declarations/recommendations of the various MENA Conferences held over the past five years. The draft is currently being discussed among the MENA team including the secretariat and the field.

Impact: 14 participants from 11 NS completed the three-phased cycle of the leadership development programme started in 2003. Participants expressed during the final evaluation of the course that the process improved their knowledge, providing them with the necessary skills and tools 'to do things differently' linking leadership development to NS organizational change. Some observations also point to the benefit in terms of influencing behaviour. *'The behavioural change I received through these courses (regarding the need to listen/learn and to be flexible) will help me to adjust a lot not only in my work but also within my family.'*

The MENA youth development initiative represents another area of engagement. Effective youth participation within NS structures and services adds value not only in terms of immediate planning and management capacity but also in terms of creating a stronger basis for sustainability

Constraints: The main challenge is how to ensure that the momentum created in terms of leadership and senior management development ultimately leads to organizational change and development within the NS. The experience with the Syrian Arab Red Crescent indicates the difficulties involved in undertaking organizational reform. Although the NS has engaged a consultant to carry out a comprehensive assessment and recommend measures for improvement in relation to structures and human resources, the process is slow. The main reasons include insufficient capacity /attention at HQ and branch levels to facilitate data collection and ensure completion of the project within the agreed time frame

Coordination: The OD processes in the region are planned and implemented based on strong internal coordination with concerned NS and delegations at regional, sub-regional and country level. Coordination with external partners also forms an important part of the process. In particular, coordination with the ICRC and the International Leadership Academy of the UN represents a key area of focus to promote NS leadership development in the region through collaborative efforts

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 NS 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

Expected result 1: Coordination, Cooperation and Strategic partnerships :

In June/July 2004, the Middle East Regional Office assisted the Syrian Arab Red Crescent to organize a consultative meeting for NS leaders from Iraq, Iran, Jordan, Lebanon, Palestine and Syria and Yemen. The NS identified their priorities for 2005 and discussed the need to build up their capacities in view of the increasing humanitarian needs in the region. In November 2004, the Middle East Office assisted the Kuwait Red Crescent to organize a similar meeting attended by NS leaders from Bahrain, Kuwait, Qatar, Saudi Arabia and United Arab Emirates. Both meetings were attended by high-level delegations from the field and the secretariat, including the president of the International Federation of Red Cross and Red Crescent Societies.

The New head of the Middle East regional office (HoRO) took up his position as of 2 July 2004. As soon as he assumed his duties and responsibilities, he started contacts with the NS of the Middle East and the Gulf region to introduce himself and initiate consultations on the ways and means of how to serve them better.

During the period under review, the HoRO visited the NS of Syria, Lebanon, Yemen and Iran to familiarize himself with the programmes and the activities of these NS and to build stronger working relationships, trust and confidence. In Yemen, the HoRO met with the Minister of Foreign Affairs, the former Prime Minister and adviser to the President of the Republic, to profile the Federation and to strengthen the international solidarity with Yemen Red Crescent. He also participated in and met with the participants of the 3rd leadership course conducted in Tunis involving NS leaders and senior managers from the Middle East, North Africa and the Gulf

Contacts were initiated with the EU Commission delegation to Jordan where the HoRO met with the First Secretary at the EU Commission and briefed her about the Federation support to the NS in the Middle East and the Gulf region. Regular contacts were made with the ECHO regional office in Amman to position the Federation as a strategic partner to ECHO and to share the Federation views of strategic relevance to ECHO so that ECHO can take this into consideration when developing their strategy for the MENA region .

Contacts were made with UNDP Coordinator and Resident Representative, UNCEF Country Director, WHO Representative, UNRWA Regional Coordinator and Representative to build relationships and discuss issues of mutual interest.

Movement Cooperation

There has been regular contact with the ICRC country delegation in Jordan to discuss issues of mutual interest and coordinate support to the NS. The HoRO participated in the RC/RC panel organized for the ICRC integration course, which was attended by participants from the ICRC delegations in Eastern Europe, Central Asia and the Middle East.

The Delegation concluded a service agreement with the Danish Red Cross whereby the DRC placed a regional representative based in Amman with a mandate to work with NS in the Middle East and North Africa. The representatives of the Danish and French Red Cross, based in Amman and sharing offices with the delegation, are regularly invited to delegation meetings to share information and harmonize the support to the NS.

Impact: The continuing engagement with MENA NS will go a long way in strengthening the Movement and its coordinated action in the region where humanitarian imperatives are compounded due to man-made and natural disasters.

Constraints: The need to ensure strong sustainability mechanisms for achievements, in terms of NS capacity building, represents a challenge that needs to be met through collective efforts.

Coordination: Sustained efforts will continue to improve coordination internally with all the Components of the Movement and externally with relevant partners both within and outside the region.