

Appeal 2001-2002



International Federation
of Red Cross and Red Crescent Societies

MENA Regional Delegation (Appeal 01.64/2001)

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	CHF
1. Disaster Preparedness	568,270
2. Health and Care	764,636
3. Humanitarian Values	397,669
4. Institutional and Resource Development	577,118
5. Coordination & Management	807,065
Total	3,114,758

Introduction

Regional Context

The MENA regional delegation, referred to as the Amman regional delegation (ARD) covers the National Societies of Syria, Jordan, Lebanon, Iraq, Iran and Palestine. The latter four countries have a Federation country office (country delegation for Lebanon and Iraq, and representatives in Palestine and Iran). Since its establishment in 1993, the MENA regional delegation has actively facilitated training and regional networking with the National Societies in the Gulf sub-region (Saudi Arabia, United Arab Emirates, Kuwait, Bahrain and Qatar), and with Yemen. The only country in the region without a Society is Oman and it is a priority for the ICRC and the Federation to foster its eventual establishment. The delegation has also facilitated the participation in regional networking of the five North African National Societies (Algeria, Egypt, Libya, Morocco and Tunisia). Liaison with the Arab Secretariat in Jedda is also assured by the MENA regional delegation, especially in areas of regional training.

The political situation in the region is, for the most part, volatile and unstable. It is a region which has been characterised by strife and conflict for most of this century and particularly in the last fifty years. Major political factors currently affecting the region are: the stalled peace process between Israel and its neighbours, and the future of this peace process following clashes and violence, the political stalemate and the future of UN sanctions in Iraq; the stability of Jordan following the death of King Hussein and the accession of his son, the first transition in a period of generation change as ageing Middle East leaders are replaced.

The economies of the countries in the region are diverse, ranging from Jordan and Palestine which have high unemployment and little in the way of natural resources, to Iraq which enjoys two important natural

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resources (oil and water), but whose infrastructure has been eroded by 8 years of war and 9 years of sanctions and political isolation; to Lebanon, which has suffered 17 years of civil strife and is now witnessing a resurgence of economic activity, reconstruction, and investment; and to Syria which has enjoyed some success in its endeavours to become self-sufficient economically, but remains isolated politically.

The UNDP Human Development index (1998) shows that the countries in the MENA region belong to the medium human development range. WHO indicators for the MENA region state that under 5 mortality (1998) is highest in Iraq with 119 (males) and 114 (females) per 1,000, closely followed by Yemen. The report also states that children immunised against measles only reaches 51 % in Yemen (1997). WHO also warns that non-communicable diseases are likely to account for an increasing share of disease burden - rising from 55% in 1990 to 73% year 2020.

The region covered by the MENA regional delegation represents a considerable degree of diversity and complexity not only in terms of geographic coverage but also in terms of the differential levels of National Society capacity growth and development ranging from low to medium and high categories.

As result, it has been difficult to raise funds for Federation appeals to support operations launched by some of the Societies with low capacities following emergencies, for example in Yemen and Iraq. On the other hand, many of the Societies in the region with strong resources and capacities such as Kuwait, Saudi Arabia and the United Arab Emirates significantly contribute to humanitarian work in many parts of the world. The fact that their substantial contribution is not coordinated with the Federation represents a missed opportunity in terms of increasing the synergy of the humanitarian assistance directed through the channels of the Movement to ensure better coherence and impact. The difficulties inhibiting coherent and effective coordination in the region is a result of the following:

- Firstly, Federation presence and service in the region, especially in terms of serving the National Societies in a regional and sub-regional approach, began only recently. There is a long way to go to win confidence and inculcate *'the culture of working as a Federation'* both within and outside the region in line with the directions of Strategy 2010.
- Secondly, despite the considerable variation in National Society capacities within the region, the tendency to look upon all the Societies in the region as 'prosperous' often militates against the effort to help those with significant needs.

Objectives

The overall objective is to increase the quality and quantity of Federation support to the National Societies in the region with a focus on both short and long term partnerships of mutual benefit.

Strategic Approaches

The strategic approaches of Federation support in the region will aim at creating a more conducive environment of cooperation which can generate mutual benefit between the Federation support systems at all levels and the National Societies in the region. It represents an *investment in the future*, the successful achievement of which requires a series of dialogue and consultation through institutional development and related interventions. It also includes a series of regional and sub-regional conferences as a basis for better mutual understanding and a shared vision which can improve the prospects for:

- the Federation support system to provide the National Societies with quality services according to their priorities and expectations, and
- the National Societies in the region to appreciate the value of working as a Federation which can ensure more coherent action based on effective coordination of international contributions through the Federation to increase the synergy and impact of the Movement as the largest humanitarian network.

The MENA regional delegation will focus support to the National Societies in the region on the following areas:

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- **Disaster response** (which represents an area of high priority at present in Palestine and Iraq).
- **Disaster preparedness** (to be scaled up based on the pilot experiences in Jordan, Palestine and Syria)
- **Health** (an area of primary concern for the majority of National Societies in the region).
- **Promotion of humanitarian values** (a timely and relevant service to project the image of each National Society and in view of the increasing insecurity in the region which calls for promotion of humanitarian values).

National Society Priorities

Both the Jordan Red Crescent (JRC) and the Syrian Red Crescent (SARC) have clear mission statements which define their Societies' objectives. The JRC has a high profile nationally and internationally due to its active leadership. The Society has attracted external funding for its hospital and vocational centres. It needs to expand more activities to its branches and to create more branches throughout the Kingdom. The NS is very active in first aid and disaster preparedness training and in Red Cross/Red Crescent dissemination. The headquarters and branches are mainly run by volunteers, with no salaried executive staff.

The SARC has newly elected governance and is keen to advance the NS, especially in long-term planning and budgeting. The Society has many volunteers and very few paid staff. A small headquarters was established only in 1996. There is a very strong network of branches throughout Syria. For a number of years, the SARC had been inactive in seeking support from PNSs and the Federation. This is changing with a more transparent and professional approach to the running of the NS. Since 1995, it has been a priority for the regional delegation to increase donor recognition of the SARC and to attract project/programme donor support. There has been success in these efforts with more donor support becoming evident.

Over the last four years, major relief operations have occurred in Iraq and Iran. For Iran, the Movement's assistance has been in launching successful Emergency Appeals for recent earthquakes and refugee movements. In the case of Iraq, the Federation had a major feeding and medical programme (1994 to 1998). In 1998 the Iraq Delegation attained country delegation status. The regional delegation continues to provide essential logistical, financial, reporting and administrative support to this delegation. The major trend for 2001 - 2002 is to move from relief to rehabilitation and development support for the NS.

Apart from the Palestinian Red Crescent and Iraq (up until 1997), it has been difficult to attract major donor support for the NSs in the region. Lebanon had a high profile but since the situation there has become more stable, donor interest has declined. The priority now for the National Society is to consolidate and become financially more self-sufficient.

The regional delegation has been successful in bringing the regional NSs and governance on board in working as a Federation and in motivating them to strengthen their NSs. By increasing the NSs' profile the delegation has enabled some NSs to obtain more local financial support from government and UN agencies.

It has become clear from recent experience that consistency in approach and continuity in action are important factors in consolidating the Federation's role and effectiveness in the region and in maintaining NSs' confidence.

Priority Programmes for Federation Regional Assistance

Institutional and resource development:

The overall objective is to advance towards the target National Societies in the region conforming to the Characteristics of Well functioning National Society.

Disaster preparedness:

A Disaster Preparedness strategy for the MENA region as a whole has been drawn up. It is anticipated that this initiative will lead to the assignment of a DP Delegate and the introduction of a DP programme into the sub-region in 2001.

Health and care in the community:

The Community-based First Aid (CBFA) programme aims at improving general knowledge of simple and common health threats in local communities through training volunteers to assist in first aid, health education and disaster preparedness and response. This programme is the most appropriate tool for adapting existing health education and promotion programmes to meet the new and re-emerging health concerns. The delegation has begun the programme in all of the countries in the region and will increase the number of training workshops.

Promotion of humanitarian values:

During the Regional Information Workshop held in Damascus in September 1998, the need for a regional information delegate was identified. Currently, only three National Societies in the region have information officers. The programme will complement the Regional Information Forum co-ordinated by the Lebanese Red Cross.

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1. Regional Institutional and Resource Development

Background and Progress to Date

The regional institutional and resource development (RIRD) programme represents one of the key activities of the MENA regional delegation in Amman which focuses on National Society capacity building. It bridges the gap between the ambition of the National Societies in the region to expand their programmes and services and the practical limitations related to their institutional and resource capacities.

Institutional and resource development support within the Middle East and North Africa (MENA) region, including the National Societies (NSs) in the Arabian Peninsula, needs to be linked to National Society co-operation at regional, sub-regional and bilateral levels. Increased NS co-operation, including a process of cross-fertilisation of best practices, represents an important element of capacity building.

The participation of Societies from the region in the decision making bodies of the Federation is increasing. This represents an opportunity to foster more dynamic links grounded in regional/sub-regional solidarity. The regional and sub-regional conferences have begun to bring together the Societies in the region and can provide useful platforms in this respect.

Some of the National Societies in the region give generously in support of international humanitarian assistance. This represents a source of potential that can reverse the situation where the Federation's global appeal launched on behalf of some of the National Societies in the region/sub-regions is often reported as 'under-funded'. The NSs share a common vision to serve the most vulnerable in the most efficient way. They also face a common challenge as to how to build up the necessary institutional/resource capacities to be able to achieve their goals towards greater performance standards in line with the characteristics of a well-functioning National Society.

A comparative overview of institutional/resource capacities displays different stages of NS capacity and development. Ideally, the existence of different stages of growth and development provides an opportunity to initiate co-operation through strategic networking/partnerships to exchange resources, including knowledge resources, among the NSs. However, the potential and opportunity that exist, in terms of strategic NS partnerships, has not, as yet, been transformed into results. The capacity building efforts in the past were based on a single directional path focusing on the application of the standard institutional/resource development tools. Not much emphasis was made on networking and partnerships as inseparable elements in the process of NS capacity building.

The highlights of previous efforts include fundraising initiatives by the National Societies of Iraq, Lebanon and Syria, vocational centre development by the Jordan National Red Crescent Society based on bilateral efforts, training of NS staff and volunteers in financial management, project formulation and development and youth leadership, as well as governance and management meetings facilitated by the regional delegation. However, the challenge remains in terms of follow up. Further efforts are required to consolidate overall NS capacities in terms of organisation and management with a solid and sustainable local resource base.

After August 1999 and until July 2000, the regional delegation had no expertise to provide the necessary institutional and resource development support. The main lessons learned indicate the need to ensure that institutional and resource development support is based on:

- clearly defined NS policies and long term plans that can ensure NS motivation and commitment as a key factor of sustainability.
- a consultation process that can encourage more interactive application of the existing standard tools, with a strong dimension of lateral co-operation among the NS (the purpose is to develop a working culture where NS ownership of the process becomes the single most important driving force).

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Goal(s) Incorporating the dimension of NS networking/partnership as an inseparable element of capacity building, the institutional and resource development programme seeks to enable the NSs to:

- build up their institutional/resource capacities to perform as well-functioning NSs with improved quality, impact and sustainability of services at the local level.
- work as a Federation to achieve greater regional/sub-regional self-reliance and increase the region's contribution to the effective implementation of the Movement's objectives at global level.

Objectives and Activities Planned

Objective 1 development of comprehensive and long term strategic plans (assessment of NS institutional / resource capacities and the potential for networking/ partnerships).

The activities to achieve this objective are:

- Assessment of existing NS capacities (including the nature and quality of plans currently in use) and their specific needs in terms of institutional/resource development which will form the basis for providing more differentiated support tailored to the specific priorities of the NSs with a sharper focus on assisting NS with greatest needs and high motivation for change.
- Assessment of the process and outcome of resource development efforts as a basis for further support as a result of lessons learned.
- The organisation of sub-regional capacity development workshops to equip mid-level NS managers/volunteers with basic planning, monitoring, reporting and evaluation techniques. This establishes the basis for developing comprehensive, long term strategic plans synchronising the key elements of Strategy 2010 with the local priorities of the NSs. The emphasis will be on participatory approaches that allow for adequate consultation with and participation of the branches and the communities with which the NSs work.
- Provision of technical/professional support in the development of NS resource mobilisation strategies with a focus on domestic resource mobilisation leading to increased self-reliance and sustainability of programmes and services. This will include development of niche areas involving both traditional and non-traditional sources of income generation.

Objective 2 promotion of networking/partnerships and effective human resource development and utilisation .

The activities to achieve this objective are:

- Drawing up of an inventory of NS human resource (staff /volunteer) capacity in terms of skills and competencies. As the weakness of one NS is often the strength of another, the purpose is to facilitate, based on comparative advantages/disadvantages, the development and implementation of guidelines and terms of reference for human resource exchange among the NSs. The specific areas for exchange should be determined in consultation with the NS, country delegations/Federation representatives and the regional delegation.
- Apprenticeship/coaching of selected NS staff//volunteers within the Federation's support structures in the region/sub-regions.
- Facilitation of the preparation of regional conferences to promote consultation and dialogue among the NSs. Institutional and resource development support includes inputs in terms of specific focus on institutional/resource development challenges and opportunities.
- Facilitation of the preparation of sub-regional conferences to provide the NSs with the opportunity to crystallise the strategies discussed at the regional conferences in terms of implementation within sub-regional and national contexts.
- Facilitation of bilateral co-operation / twinning among the NS as useful vehicles for exchange of resources, including knowledge resources, between two or more NS.

Objective 3 volunteer development and empowerment at the local level, including broad-based membership, as an integrated part of disaster preparedness and community based first aid (CBFA) representing two core areas of Strategy 2010.

The activities to achieve this objective are:

- The organisation of a regional and sub-regional workshop on volunteering in the context of the International Year of Volunteers (IYV 2001). The key topics of discussion will focus on volunteer recruitment, orientation, training, recognition, reward and retention. It will also provide an opportunity to define best practices for wider benefit among the Nss.
- Consolidation of membership recruitment and development modules to help the NSs develop/consolidate their branches with a better prospect of sustainability. The momentum on volunteerism in relation to IYV 2001 is expected to provide a conducive environment.

Objective 4 to review NS Statutes to enable the NSs to provide adequate support to their branches and volunteers at the grassroots level based on clearly defined mission /vision.

The activity to achieve this objective is:

- Review of National Society Statutes and policies to assist them in their effort to restructure their organisation and management in response to internal and external forces of change.

Objective 5 leadership/management expertise at the national level to enable the NSs to provide adequate support to their branches and volunteers at the grassroots based on an efficient headquarters practising good governance and management.

The activity to achieve this objective is:

- Organisation of leadership/management training for NSs governance and management at the headquarters level. The focus will be on separation of responsibilities and accountabilities between governance and management (using the standard Federation tools in a manner that can be flexibly adapted to the local realities and priorities).

Objective 6.increased NS participation in monitoring and evaluation in order to assess the results obtained and the lessons learnt through a truly participatory process.

The activities to achieve this objective are:

- Facilitation of the establishment of a regional /sub-regional advisory think tank on NS capacity building (TT-NSCB) to encourage peer review and evaluation as part of capacity building of the Nss.
- Facilitation of the effective participation of the TT-NSCB in the monitoring and evaluation of the institutional and resource development programme.

Objective 7 to promote co-ordination of efforts with other channels of support to the NSs through additional technical and professional support.

The activities to achieve this objective are:

- Facilitate support from the delegation in the areas of disaster preparedness, health, advocacy and information.
- Facilitate dialogue with country delegations, Federation representatives and partner National Societies which may request support for the NSs with which they work.
- To have recourse to the relevant regional and technical departments of the Secretariat including the MENA department, ID/RD department, and the training service. This will also promote co-ordination / complementarity between the BTC initiative and the efforts to be made in terms of human resource development.
- To consult the ICRC especially in relation to staff/delegate training on the Seville Agreement of 1997.

- To co-ordinate with other organisations including relevant NGOs, UN agencies, governmental organisations with which working links can be maintained for exchange of experience and methods in the field of institutional/resource development including aspects of networking and partnerships.
- To assist NSs in formation which are in need of specific institutional/overall capacity building support to help them fulfil the necessary conditions in terms of development of Statutes and related basic requirements for recognition.

Expected Results

- The NSs will have been empowered with solid institutional/resource capacities to direct their affairs in a coherent, cost-effective and sustainable way.
- The NSs will have established comprehensive strategic plans which adequately respond to local priorities and the major concerns reflected in strategy 2010. Niche area development for optimal utilisation of domestic sources of income will have featured as an important parameter of NS achievement.
- Working as a Federation, the NSs will have made considerable progress in terms of assisting one another within the region/sub-regions. The contribution which the Societies can make towards the effective implementation of the Movement's objectives at a global level will also have been maximised based on more co-ordinated and coherent approaches.
- The NSs will have sharpened their focus on volunteering, leading to the development of better skilled and more empowered grassroots volunteers to work with the most vulnerable segments of the population.
- NS Statutes will have been amended, as appropriate, to provide the basis for improved policies and programmes that can adequately respond to internal and external forces of change.
- The overall performance of NS governance and management will have improved based on clearly defined roles and responsibilities between governance and management.
- NS programmes in institutional and resource development will have been enhanced not only at the stage of planning and implementation, but also in the process of monitoring and evaluation.
- Support from the regional delegation will have been effectively co-ordinated and will be provided with full understanding of the services of other partners working with the NSs in terms of capacity building.

Indicators

- The institutional and resource development support is well-targeted to serve the NSs with greatest capacity building needs and a high level of motivation for change and development.
- The NSs determine their own destiny based on their own strategic plans with well prioritised and sequenced activities in terms of MUST, SHOULD and CAN (MSC) to regulate the process of implementation according to availability of capacities/resources.
- NS strategic plans are based mainly, but not exclusively, on domestic resources to be raised through both traditional and non-traditional means of income generation.
- NSs' understanding and commitment to planning, as a key instrument of capacity building, shows a positive trend.
- At least one NS in each sub-region is assisted to develop and work with well-developed, comprehensive strategic plans, with efforts made to share the lessons learnt with other Nss.
- The number of NS staff/volunteers participating in the human resource exchange and apprenticeship/coaching schemes is growing.
- Exchange of human resources and apprenticeship schemes have generated considerable benefit in terms of the contribution the participants make and the experience they take back with them to their NS of origin.
- NS commitment to assist one another within the region/sub-regions has increased, together with the commitment to contribute to the Movement's global appeal launched to respond to humanitarian needs within and outside the region.

- NSs' overall performance is based on the principles and practice of good governance and management. This is demonstrated through adequate and timely support provided to the service volunteers working with the most vulnerable at the grassroots.
- NSs are involved in membership recruitment and development as part of their effort to develop/consolidate branch/sub-branch networks.
- NSs are involved in change and development processes based on improved Statutes and policies.

Critical assumptions

- The NSs in the region see the value of increased institutional and resource development support as a key input to their capacity development efforts in which strategic planning, human resource development / utilisation and NS networking/strategic partnerships are regarded as the main areas of emphasis.
- The programme enjoys a considerable degree of stakeholder consensus in terms of the support required in different ways and at different levels. The extent to which the budgetary support can be made available represents a major area of critical assumption.

Monitoring and Evaluation Arrangements

The implementation of the programme will be monitored by the regional delegation. The monitoring process will also include the preparation of terms of reference for the evaluation of the programme.

The programme will be evaluated during the 3rd quarter of 2002. It will be based on review and analysis of progress reports from the NSs, delegations, Federation representatives as well as on sample field visits and observations. Led by a member of the TT-NSCB, the evaluation will be carried out by a three-person team consisting of a representative from partner National Societies working with the NS and the Institutional/Resource Development Department in Geneva. The feedback from the evaluation will highlight the lessons learned and provide input to the programme to be developed for the years 2003 and 2004.

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2. Regional Disaster Preparedness

Background and Progress to Date

The MENA region seeks to implement a disaster preparedness programme that is sustainable and effective throughout the region. In pursuit of this, an assessment project was launched at the Amman regional delegation in April 2000. The process is linked to vulnerability and capacity (VCA) assessments undertaken in Syria, Palestine and Jordan. It also incorporates assessment work carried out with the Yemen and Iraqi Red Crescent Societies during the same period. It supports the idea that disaster is relative to alterations in the environment, whether of natural or man-made origin, and that preparedness should relate to specific vulnerabilities in order to assist the most vulnerable in society.

The National Societies of Yemen and Egypt have been included in this appeal to begin to ensure gradual expansion of the regional approach into the two sub-regions. This will form part of the disaster preparedness programme within the MENA region during the decade of Strategy 2010.

The community-based training component in Yemen crosses into a specific appeal document for the Yemen Red Crescent Society that also has a relief and income generation component. Co-ordination has been carefully considered so that the costs of each are clearly identified.

The Yemen Red Crescent Society has recent experience in dealing with such events as earthquakes and floods in which its role has been important in the country's overall response. It has acted particularly in providing relief in terms of food, water, shelter and blankets. However, it has identified a need to develop community-based volunteers to support the communities at ground level as a key limitation is the lack of manpower within the associated agencies involved in disaster response. Recent assessment has also indicated that the disaster of poverty is an extreme problem in Yemen and the National Society has been proactive in providing both relief assistance when available and opportunities for income generation within poverty-stricken families

The Syrian Arab Red Crescent Society (SARCS) has identified its role among other institutions such as the civil defence and the Ministry of Health in a new co-operative approach to disaster preparedness and response. A national preparedness committee has been formed as a result of SARCS initiatives in the DP assessment process. In addition, the National Society is negotiating an innovative plan with the government and local industries for a water and reforestation project in drought-affected areas of the country. This has the potential to link up with health activities successfully being provided through the mobile clinic initiative in that area.

In Palestine, multi-disciplinary participation in vulnerability and capacity assessment has paved the way towards a national disaster plan and the role of the volunteer is recognised by partners in disaster preparedness and response. The DP assessment process has included working with the Society during active disaster response in recent conflicts where the Palestine Red Crescent Society (PRCS) showed excellent field responses and willingness to learn from experience. The VCA process involved widespread participation of community groups including a unique sample of children and youth.

The Jordanian Red Crescent Society has an active part in preparations for a national earthquake exercise. DP initiatives in Jordan are merging activities with the CBFA programme to develop integrated volunteer training through the newly created national first aid centre. Branch level community focus groups shared enthusiasm and innovation in integrated approaches to improve the situation of the most vulnerable today and in potential disaster.

All the countries have identified, through the assessment, the common need to develop volunteers who have more than first aid skills with which to respond to existing insidious disasters as well as potential sudden onset catastrophe.

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Goal The overall goal of this programme is to assist the National Societies, through their volunteers, to improve their capacity to prevent, reduce and mitigate disaster and vulnerabilities through community-based assessment and training. The programme has the added value of interfacing with CBFA and the Institutional Development of branches within the Societies and fostering multidisciplinary co-operation.

Objectives and Activities Planned

Objective 1 To support the National Societies of Egypt, Jordan, Palestine Syria and Yemen in designing, implementing and sustaining a national programme that reflects the core areas of disaster preparedness and health in the community. By implication, this will promote improved disaster response and dissemination of humanitarian values.

Objective 2. To facilitate an integrated approach to community development, vulnerability and hazard prevention, reduction, mitigation and rehabilitation which will produce an improved contribution to disaster response.

Objective 3 To strengthen national co-ordination with external partners by clarifying the National Society's role as supportive to other functions through its flexibly trained volunteers and not through overall responsibility for any one disaster response.

Objective 4 To assist the National Societies in setting up national and local multi-disciplinary groups to prepare and implement a community based volunteer programme.

Objective 5 To develop trainers to commence ongoing community based volunteer activities among branch volunteers who will then provide training to communities through locally identified groups. Two levels of training will be provided.

Objective 6 To establish training programmes linked to the core areas of humanitarian values and minimum standards in disaster response (Sphere Project). This will consist of a consolidation of the CBFA and nutrition courses with key areas in water and sanitation, health, shelter and food aid.

Objective 7 To establish a vulnerability and capacity assessment process in Tunis and Yemen prior to introducing the community-based programme in order that it should be relevant to the vulnerabilities and capacities identified.

Objective 8 To facilitate a regionally self-sustainable programme by transfer of full-time management of the programme to a locally recruited DP Officer.

Objective 9 To define the role of the community based volunteer.

Objective 10 To facilitate co-ordination in disaster preparedness, response and recovery through regional and interagency exchange.

The activities to achieve these objectives are:

- To support the National Societies in facilitating a working group at national and local level in consultation with the relevant higher national committee for disaster in order to co-ordinate community-based preparedness. Such a working group will include representatives of Red Crescent Societies, Civil Defence, the Ministry of Health and Water/Sanitation.
- To plan community based volunteer programmes for National Society volunteers in the branches to support key functions in community response and rehabilitation as regards existing or potential disaster. The basis for the local programme development for each core subject will be facilitated through multidisciplinary deliberation of: *“How can a Red Crescent volunteer help the key professionals the most in development, preparedness, response and recovery?”*

- Implementation of a community based volunteer programme by training a core of trainers for Syria, Jordan, Palestine, Yemen and Egypt.
- Implementation of branch trainer programmes in all five countries. Trainers will facilitate courses in community based response in selected community venues such as schools and community halls.
- Implementation of community based programmes. Branch led community responder programmes will be facilitated in identified community groups to prepare the community to *'do things together'* .
- Support branch level projects identified by volunteers arising out of the programme. This may include such ideas as water and health initiatives within drought ridden areas. Alternatively, it might include community self-help exercises in blocks of flats regarding coping in earthquakes.
- Fund raising activities will be encouraged through innovative opportunities arising from projects emerging within the programme. An example of this was identified in Syria where the Red Crescent Society can charge small fees for first aid courses provided to local companies. This benefits the company, the workforce and the National Society.
- Consolidate learning experience and feedback through community-based simulation exercises to connect theory and practice and as a means for evaluation and development.
- Within Yemen and Egypt to commence an assessment programme based on the model developed in Syria, Palestine and Jordan as a community programme baseline.
- Assist the Egyptian Red Crescent Society and the Yemen Red Crescent Society in identifying disaster preparedness and health needs arising out of the assessment and facilitate community based volunteer training.

Expected Results

- Community based response working groups will be formed at branch level and will agree specific branch level course content and participation. These working groups will consist of representatives from the Red Crescent Society, Civil Defence, the Ministry of Health and Water/Sanitation in each country.
- A training programme for trainers in all branches will have been established including the core elements of the Sphere Project and integrating disaster preparedness and health in the community. Trained volunteers with flexible skills and knowledge will thus be available to serve disaster prevention, reduction, and mitigation through proactive involvement in community development projects.
- The resultant trainers' programmes will facilitate the graduation of a minimum of two volunteer trainers from each branch.
- Branch level programmes will result in the graduation of a minimum of five local trainers to facilitate training in the community.
- Branch trainers will have begun community-based responder courses in designated community venues. New sources of income will have been generated at branch level from innovations made during programme development.
- Co-ordination between disciplines at national and local level will have been strengthened with realistic expectations of the Red Crescent Society based upon more clearly defined roles which are not reliant on hardware and individual emergency responses.
- Disaster preparedness assessment projects in Egypt and Yemen will have been completed and the basis for community-based volunteer programmes established based upon local vulnerabilities and capacities.
- The full-time co-ordination and management of this programme will have been transferred to a regionally recruited disaster preparedness officer within 6 months.

Indicators

- Local community working groups will be meeting to evaluate initial courses and recommend changes. Liaison between the working groups and the higher national committee will be in place to ensure involvement of higher management tiers.
- Evaluations of course participants will indicate that they have an improved understanding of volunteer support of disciplines providing assistance in health, shelter provision, water and sanitation, food and nutrition.
- Evaluation of National Society performance will identify that a minimum of two volunteer trainers have successfully graduated from the national course and are available to take part in training. Assessments will also indicate that volunteer trainers have been trained at agreed branches and are active in community-based responder programmes in the community.

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- Community based responder courses will have begun in Jordan, Syria and Palestine. Plans will have been drawn up to commence courses in Tunis and Yemen in January 2002.
- Interviews of key national and local players will indicate improved understanding of the role of the National Society which will also be evidenced through simulation exercises where appropriate.
- National Societies will be able to demonstrate new fund raising activities from projects that may have arisen out of the programme.
- Completed country assessment reports will have been completed and indicate programme directions in line with the regional process model. Feedback from branches will indicate that workshops have also set the framework of a more global view of disaster and disaster preparedness.
- Completed assessment reports will be available showing evidence of workshop approaches to vulnerability, current and potential capacities. These reports will identify how the National Societies would best fit into the process model of community based responder programmes.

Critical assumptions

- This programme builds upon core work done in CBFA. It acknowledges the key role of the National Societies and is dependent upon their commitment. Continuity will depend on regional leadership and investment in the programme. In view of this, a regionally recruited disaster preparedness officer will work with the regional disaster preparedness delegate and the regional health delegate to take ownership of this programme from within the region and thereby safeguard its sustainability.
- Each of the National Societies should buy into the programme with the intention of expanding its community-based activities beyond the two years. In addition, there needs to be commitment to facilitating community-based, rather than centrally operated, programmes as an ultimate objective.
- National Societies should be proactive in volunteer recruitment and secure their participation in the programme.
- The Regional Delegation has the manpower and financial support to conduct the programme.
- National Societies are willing to negotiate and secure participative working relationships with related organisations such as the Civil Defence, the Ministry of Health and sanitation and water authorities.

Monitoring and Evaluation Arrangements

- A critical pathway approach will be used in all aspects of this programme to ensure that targets are met in a timely manner and corrective action taken to redirect variances. This will be carried out at National Society level by the local co-ordinator and supported by the Federation representative.
- Monthly reports will be made to the head of regional delegation indicating variances and corrective action decided upon by branches and National Societies.
- Quarterly reports will be included in the delegation reports to the MENA department indicating the progress towards the programme goals and objectives with plans for appropriate remedial action.
- An audit will be conducted at the end of the first year by the focus group and a Federation representative.

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3. Regional Health and Care in the Community

Background and Progress to Date

The regional health service support (RHSS) continues to assist the National Societies in the region with a community-based first aid (CBFA) programme which aims at improving general knowledge of simple and common health threats in local communities. CBFA focuses on volunteer training to promote first aid, health education and disaster preparedness and response. It is also implemented as an aspect of Strategy 2010 and the Sphere Project with the latter consisting of health, water and sanitation, shelter, food and nutrition. In recent years, the RHSS has focused on assisting the NSs in Iraq, Jordan and Syria.

The Iraqi Red Crescent Society has, due to the deteriorating health situation in the country, scaled up its activities in CBFA, and has carried out ninety workshops at the headquarters and branches. The programme integrates important aspects of nutrition and additional activities in terms of branch development and micro projects for community-based health knowledge and action. The Society has also, after participation in international conferences on HIV/AIDS, recognised the value of preventive actions in health and health related areas of intervention. As a result, the CBFA curricula in Iraq include a section on prevention and human rights.

In the joint action to be undertaken in co-operation with WHO aiming at polio eradication, the Iraqi Red Crescent Society has been selected as a priority NS. The social mobilisation activities required for polio eradication are fully compatible with Strategy 2010 and ARCHI 2010. A planning visit has been made to Iraq in order for the RHSS, together with the Iraqi Red Crescent Society, to produce a broad framework plan of action to eradicate polio in the country. Volunteer training is to be included as an important component.

The Jordanian Red Crescent Society has finalised the training of trainers course for the CBFA programme. With five of its branches identified as pilot project areas, the Society is building up its National First Aid Centre which will facilitate further training in CBFA. Technical and professional support has been given to the Society in its effort to expand CBFA to include branch development and micro projects.

During the year 2000, the Syrian Arab Red Crescent Society conducted pilot volunteer training in CBFA with a focus on vulnerable groups living in remote areas, the Bedouins. Volunteers were recruited from the Bedouin community and the workshop was integrated with the Society's health activities which include mobile health clinics.

Within the North Africa and Gulf sub regions, support has been focused on the co-ordination and facilitation of first aid training workshops in North Africa and the United Arab Emirates. The objective is to help the NSs link improve their first aid programmes, to make the first aid policy of the Federation more concrete, to promote regional exchange of expertise and to create a basis for future regional /sub-regional co-operation and networking within the field of health.

Regional support facilitates a process of exchange of experience and knowledge among the NSs in the region. This process of exchange also includes networking and consultation to increase co-operation and complementarity among the health delegates working within the region.

In addition, the regional health programme will play a facilitative role in the effort to help the NSs in the region take an active part in the global road safety partnership as a means of accident prevention. The first workshop is planned to take place in Jordan at the beginning of 2001.

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Goal(s)

- The regional health programme will assist the NSs to enable communities to reduce vulnerability to diseases with better preparedness to respond to public health crises. This will be carried out through building capacities to bridge gaps in the area of health promotion and disease prevention as well as first aid and social welfare.
- The regional health programme aims to contribute not only to the improvement of health conditions, but also to the overall performance of the NSs related to the characteristics of a well functioning National Society. In favour of greater impact, the regional health programme will follow a more integrated approach which brings together disaster preparedness/response, institutional /resource development and information and advocacy.

Objectives and Activities Planned

Objective 1 to facilitate regional/sub-regional exchange of views and experience related to health in order to identify priorities (gaps) as a basis for assistance in the area of health and health related activities.

The activity to achieve this objective is:

- The holding of a workshop in each sub region (Middle East, North Africa and the Gulf) in order to disseminate Strategy 2010 and Federation health policies with a view to mapping the overall NS environment in relation to health standards, vulnerability profiles and current health activities. This will also help to link the regional health programme to three core areas of service: disaster preparedness, institutional development and information and advocacy.

Objective 2 to provide the NSs with technical advice in order to improve their programmes which benefit the most vulnerable.

The activity to achieve this objective is:

- The development of a regional /sub-regional data bank (a pool of expertise in health and health related activities) to which NSs can contribute.

Objective 3 to facilitate networking in order to develop educational material in the Arabic language (the NSs have requested that the youth peer educational manual on STDs, HIV/AIDS and the manual on Psychological First Aid is translated and adapted to the specific context of the Region).

The activity to achieve this objective is:

- The setting up of a group of professionals and interested volunteers (youth) to work together and adapt the Federation's youth peer education manual on STDs, HIV/AIDS and Psychological First Aid manual to the particular context of the region.

Objective 4 to help the NSs to focus on preventive, rather than curative, approaches which also include elements of advocacy and promotion of key health issues.

The activity to achieve this objective is:

- Assistance in the field of promotion of educational material to support health and health related activities. This will be done through workshops focusing on advocacy, prevention and networking and include assistance for the drawing up of curricula to be used in the training of trainers and volunteers.

Objective 5 to assist the NSs to carry out first aid training for the public with a focus on prevention and preparedness and with capacity to respond to emergencies as well as day-to-day health problems. The CBFA programme has proved to be a good tool for health promotion especially when it is linked to branch development involving the volunteers at the grassroots.

The activities to achieve this objective are:

- Provision of technical advice and support to the NSs in the area of first aid programme development and training. This includes consolidation of NS networking initiated in Amman in 1999 in order to harmonise and standardise the first aid programme and training within the region including standardisation of a first aid certificate at regional level.

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- Provision of assistance to the Jordanian and the Syrian Arab Red Crescent Societies to develop further their CBFA programmes which will be closely linked to branch development and disaster preparedness, improving prospects for sustainability and cost effectiveness.

Expected Results

At the close of the programme in 2002, the NSs in the region will have attained:

- better understanding of the challenges and opportunities related to their health programmes and services in the respective countries with greater awareness of the potential to serve the most vulnerable as primary target beneficiaries.
- better access to expertise in the field of health and care in the community through their contribution to a regional/sub-regional resource bank that can facilitate effective exchange of human resources in health and health related areas of experience and specialisation.
- greater access to educational material which will be more relevant to the particular context of the region.
- better understanding of the importance of preventive measures, for example in terms of reducing the incidence of STDs, HIV/AIDS and other infectious diseases.
- The NSs in the region will be in a position to assist volunteers and beneficiaries with psychological first aid, especially whilst working or living in a stressful environment.
- By providing first aid training to members of the community, the NSs in the region will have increased the number of volunteers, family members, partners and friends who will be the major providers of practical and emotional support to vulnerable people in the community. Micro projects at branch level will have enabled the NSs to be more responsive to local vulnerability where social and gender issues will be dealt with in a non-discriminatory way.

Indicators

- The NSs in the region have the capacity to articulate their priorities in health and health related areas and define their activities in relation to the priority needs of the most vulnerable groups, based on identification of capacities and gaps in the formal health systems in their respective countries.
- The NSs in the region will effectively use the regional health programme as a channel for information sharing in health and health related activities.
- Relevant educational material will be utilised by the NSs in their effort to improve services in the area of health and health related activities.
- The series of workshops on health and health related activities will have helped the NSs to improve the quality and quantity of their services.

Critical assumptions

The effective implementation of the programme will be based on the following assumptions:

- availability of funds for long term capacity building of the NSs in the region.
- increasing commitment and investment of the NSs in the region.
- increasing interest of the NSs in the region to work as a Federation exchanging resources among themselves, including exchange of expertise in health and health related areas programmes and services.

Monitoring and Evaluation Arrangements

Monitoring of the programme will be based on the following:

- comparative analysis of planned targets against achievements including analysis of strengths and weaknesses (obstacles) recorded in the process of implementation.

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- dissemination of progress results among the NSs with their increased participation in the monitoring process to promote a process of ownership.
- weekly meetings within the regional delegation's programme team in order to share and discuss programme information and to have feedback on interventions and results.
- production of quarterly reports to be submitted to the head of regional delegation and subsequently to the Secretariat and the PNSs that support the programme.
- production and distribution of half-yearly reports.

The evaluation process of the programme will include the following:

- a review of progress reports in relation to the programme objectives.
- analysis and synthesis of participants' feedback after workshops and other activities in which NS staff and volunteers and other relevant target groups will participate.
- analysis and synthesis of NS feedback focusing on the impact which the programme has made in terms of improving programmes and services.

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4. Regional Promotion of Humanitarian Values

Background and Progress to Date

The regional promotion of humanitarian values programme represents one of the key areas in which the MENA regional delegation in Amman (ARD) is to provide critically needed technical and professional support to the NSs in the region. The purpose is to promote NS efforts to profile their visions and market their services. Support also focuses on advocacy of humanitarian issues of global, regional and sub-regional significance.

The importance of information and advocacy support can also be demonstrated through the contribution it makes to strengthen solidarity and unity within the Movement. This is planned through the effective promotion of the Fundamental Principles and ideals of the Movement as well as the key directions and core elements of Strategy 2010 among the NSs in the Region.

However, while such support plays a fundamental role in enhancing overall NS development in the region and strengthening the interface between the NSs and the other components of the Movement, the capacity of the ARD to provide this service currently stands as one of its weakest links. The ARD's effort to recruit an information delegate has not to date been successful.

The main challenge to be overcome in this respect can be related to the prevailing perceptions and assumptions regarding the region as a whole. The 'image of affluence' with which the region is often associated tends to affect understanding of the need for humanitarian assistance.

A vulnerability profile, based on a case by case analysis of the NSs in the region (Human Development Report 2000) indicates that some countries or certain segments of the communities within countries with generally good aggregate economic indicators are often at risk and in need of humanitarian intervention of one kind or another.

As much as the 'image of affluence' persists as a feature of growing significance, the pattern of volatility and insecurity with which the region is afflicted also needs to be accounted for. As historical evidence strongly suggests, the region represents one of the disaster prone areas with potential threats of both man-made and natural disasters. Needless to say, this calls for information and advocacy input to raise awareness and commitment as an important precondition to ensure adequate NS preparedness and response.

Information and advocacy support also facilitates the process through which the NSs in the region can play a more enhanced role not only as beneficiaries but also as important donors within the Movement. It may instill a more co-operative tradition of working as a Federation consolidating the process of partnerships among regional/sub-regional clusters of NSs in the region.

Goal The promotion of humanitarian values programme is designed to serve the NSs in the region with the purpose of enabling them to improve their capacities in the area of service delivery (helping the most vulnerable to help themselves) and to promote humanitarian issues and concerns.

Objectives and Activities Planned

The programme seeks to address the following objectives:

Objective 1 To support the NSs in the region in their efforts to improve the quality of reporting as an important element of good performance based on transparent feedback.

The activities to achieve this objective are:

- Conducting of a rapid baseline survey to determine priority areas of information and advocacy support with respect to reporting.

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- Provision of technical/professional support to NSs, delegations and Federation representatives in Federation reporting standards.

Objective 2 To assist the NSs in the region in the promotion and marketing of their capacities and needs profiling Red Crescent action.

The activities to achieve this objective are:

- Identify and prepare (orient) NS counterparts to work as focal points for information and advocacy.
- Encourage and support the NSs in the region to carry out self-assessment exercises to identify their needs and capacities with respect to information and advocacy as a basis for developing medium to long term information and advocacy policies and programmes.
- Assist the NSs in their effort to mobilise broad-based support both domestically and internationally in order to increase the quality and quantity of their services.
- Review/evaluate the production and circulation as well as the impact of the MENA Bulletin.
- Facilitate the assessment, development and implementation of other promotion instruments that can highlight NS efforts in terms of service delivery and advocacy.
- Establish and promote links with other major partners working with the NSs in the region to widen the network for mobilisation of information and advocacy inputs within the region.
- Assist NS efforts to disseminate topical Red Cross/Red Crescent messages in connection with the International Red Cross and Red Crescent Day of 8 May and other important events of global, regional, sub-regional, and national significance.

Objective 3 To facilitate the promotion of the Federation's Strategy 2010 among the NSs in the region. This will be linked to the ongoing dissemination of the Fundamental Principles and ideals of the Movement as well as to the other ARD support areas of health, disaster preparedness and institutional development.

The activities to achieve this objective are:

- Assist the NSs in their efforts to disseminate and promote the Fundamental Principles and ideals of the Movement.
- Assist the NSs their effort to build capacities to anchor the basic elements of Strategy 2010 in a manner that reflects their local priorities as well as policies and programmes.

Objective 4 To encourage and support advocacy campaigns and actions in favour of increased and sustainable participation of women and youth in the leadership and activities of the NSs in the region. This will be carried out in co-operation with the institutional development support of the ARD.

The activities to achieve this objective are:

- Facilitate regional /sub-regional advocacy workshops to increase the participation of women in the leadership and programmes of the NSs in the region.
- Facilitate regional /sub-regional advocacy workshops to increase the participation of youth in the leadership and programmes of the NSs in the region.

Objective 5 To help the NSs in the region in terms of better access to current communication technology that can enhance communication both within and outside the region.

The activities to achieve this objective are:

- Work with the NSs in the region in their effort to take an inventory of capacities and needs with respect to basic information and communication facilities.
- Assist in the development and implementation of programmes and projects that can enhance NS access to modern communication facilities based on analysis of needs.

Objective 6 To promote the activities of the Federation within the region as a basis for building up overall support, including the development of sustainable sources of funding both within and outside the region.

The activities to achieve this objective are:

- Promote the added value of Federation support in the region as a key input to the development of the Nss.
- Assist in the development and promotion of short, medium and long term funding strategies within the region in a manner that can ensure sustainable and optimal utilisation of the potential that exists within and outside the region.

Expected Results

The main results to be achieved by the end of 2002 include the following:

- The NS in the region will have attained a more satisfactory level of performance in terms of reporting to meet the required standards. This will, in turn, have created a more positive environment for increased NS programme support both domestically and at the global level.
- Information and advocacy support will have achieved concrete results, enabling the NSs to build up their image based on effective promotion that can adequately reflect not only their needs but also their capacities.
- The key elements of Strategy 2010 will have been effectively anchored within the region shaping NS medium to long term policies and programmes.
- NS leadership and programmes will be more inclusive in terms of increased participation of women and youth. This will have an important bearing on the fulfilment of the Movement's objective to maintain its leading edge in the service of the most vulnerable by mobilising the power of humanity in which increased participation of women and youth is an important condition for success.
- The NS in region will have reached a level of development which ensures adequate access to modern technology to facilitate establishment and maintenance of communications both within and outside the region.
- The added value of Federation support in the region will have been more clearly disseminated and understood, creating the basis for improved sustainability including the possibility to develop more sustainable sources of funding.

Indicators

- NS accountability standards have developed to such an extent that not only success stories but also problems and setbacks are discussed in a candid and open mechanism of recording and sharing of progress information.
- NS partners which contribute resources to Red Cross/Red Crescent services in the region are satisfied with the quality of feedback they get from the NS based on quality, timely reporting.
- NS transparency and accountability is based on a holistic process and targets not only external partners but also the internal (domestic) constituencies and beneficiaries as the primary stakeholders in Red Cross and Red Crescent programmes and services.
- The NSs the region have designated officers/volunteers to co-ordinate planning and implementation of information and advocacy tasks at headquarters and branch levels.
- The number of women and youth actively participating in NS leadership and programmes shows an increasing trend.
- The NS have access to basic communication facilities including print and electronic facilities.
- The promotion effort to consolidate Federation support within the region has started to yield results leading to improved and sustainable prospects for funding.

Critical assumptions

- A capable information delegate will be recruited to enable the delegation to provide the necessary assistance to the NSs in the region, responding more effectively to their information and advocacy needs.
- The required level of budgetary support is secured in a manner that can enable the ARD to implement according to plan.
- The overall operational context remains stable for the regional delegation to work at an optimum level providing the necessary technical and professional support to the NSs in the region.

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Monitoring and Evaluation Arrangements

The monitoring of the above indicators will be carried out as part of the regular functions of the delegate dealing with the information and advocacy programme. The basic mechanisms of monitoring will include field visits involving NS headquarters and branches as well as review and analysis of progress reports from the NSs, delegations and Federation representatives.

The programme will be evaluated at the end of 2002 to measure the degree to which support has been useful to the NSs in helping them to meet their needs in terms of profiling and marketing of Red Crescent action.

The added value of the programme by way of advocacy will also be assessed in terms of its contribution towards the development of an enabling environment to ensure increased participation of women and youth as important stakeholders in Red Cross/Red Crescent policies and programmes.

The evaluation mechanism will be based on sample field visits coupled with a review of documentation and interviews with NS volunteers and staff and other relevant target groups who have directly or indirectly participated in the planning and implementation of the programme. The evaluation team will consist of representatives from the NSs in the region who have substantially benefited from the programme, the relevant department/s of the Secretariat in Geneva and partner National Societies who have contributed to the financing of the programme.

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5. Regional Co-ordination and Management

Background and Progress to Date

The MENA regional delegation, established in 1993, provides the focal point for co-ordination and facilitation of overall support to the National Societies (NSs) in the region consisting of the Middle East, North Africa and the Gulf sub regions.

Initially, support had been concentrated on the co-ordination of logistics to the Federation's operation in Iraq. Gradually, the delegation reinforced links with the NSs of Jordan, Lebanon, Palestine and Syria and provides occasional support to the NS of Iran and the NSs of the Gulf and North Africa sub regions.

In addition, the delegation's role is to co-ordinate Federation support systems in the region: country delegations currently working in Iraq, Lebanon and Palestine and the Federation's sub regional office in Tunis. The Federation also has a logistics and fleet base in the United Arab Emirates.

As a result of the aim to build up decentralised capacities to provide more relevant support to the NSs, the delegation is being consolidated to provide the hub for more integrated organisation and management of the Federation's support systems in the region. The purpose is to ensure more effective and efficient utilisation of scarce resources with improved prospects for sustainability and impact. This is to be based on the effective coverage of the NSs in the three sub regions:

- six Societies in the Middle East sub region: Iraq, Iran, Jordan, Lebanon, Palestine and Syria.
- five Societies in the Gulf sub region: Bahrain, Kuwait, Qatar, Saudi Arabia and the United Arab Emirates.
- five Societies in the North Africa sub region: Algeria, Egypt, Libya, Morocco and Tunisia.

To be more effective, delegation support services require strong back up in terms of co-ordination and management. The success of the technical and professional support to the National Societies in the area of capacity building, disaster preparedness, health, information and advocacy depends on the strength of co-ordination and management of the Delegation as a whole.

The financial management support the regional delegation provides to the National Societies and delegations in the region is of vital importance. Capacity building in the area of financial management and reporting is a precondition without which the Societies cannot demonstrate a high performance level with the required degree of credibility, accountability and transparency.

The delegation faces a challenge given the context whereby:

- organisation and management of the Federation's support in the region has been based on less co-ordinated and integrated approaches.
- the Federation's limited co-ordination capacity in the past has contributed to an erosion of confidence on the part of the donors including PNSs that tend to prefer bilateral modes of co-operation.
- NS potential in the region remains untapped (in terms of how much Societies can help one another to ensure collective self reliance within the region/sub regions) and the degree to which they can contribute to the effective implementation of the Movement's global objectives.

Middle East and North Africa third Regional Conference, Tehran, May 2001

The MENA regional conference in 2001 will be the third event of this kind after the previous two conferences which were held in Tunis and Cairo in 1999 and 2000 respectively. This conference will give the opportunity to the National Societies of the region and the Federation Secretariat to discuss issues concerning Red Cross/Red Crescent co-operation in the region and develop the framework and strategies for future programmes.

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The last MENA regional conference in Cairo approved several recommendations to be followed up by the National Societies of the region and the Federation Secretariat. The recommendations stressed humanitarian initiatives in the region and better co-operation and co-ordination among the National Societies. In line with the development of the Federation's programmes in 2000 and with regard to the progressive participation of more National Societies of the region in humanitarian programmes at both national and international levels, the MENA third Regional Conference in 2001 in Tehran will be an appropriate forum to examine the trend of humanitarian actions and co-operation and development of the National Societies of the Middle East and North Africa.

The MENA regional conference in 2001 will be held in Tehran on 28 and 29 May 2001, hosted by the Iranian Red Crescent Society. The participants will be the National Societies of the Middle East and North Africa, the Federation Secretariat, the International Committee of the Red Cross; UN and NGO representatives will also be invited to attend the meeting as observers.

Goal The programme aims at the development and maintenance of more integrated organisation and management of Federation support within the region to assist all the NSs to attain an improved level of performance with the required degree of credibility, accountability and transparency.

Objectives and Activities Planned

Objective 1 To facilitate and co-ordinate communication and support between the NSs and their partners within and outside the Movement.

The activities to achieve this objective are:

- To visit the NSs and consult staff and volunteers on NS plans and programmes as well as challenges and opportunities.
- To hold discussions with NS leadership and management at regional and sub-regional levels to encourage a process of working as a Federation including effective networking which promotes mutual co-operation and exchange of resources among the NSs.
- To provide a channel of day to day communication and strategic support between the Secretariat of the Federation and the NSs.

Objective 2 To advocate on behalf of the NSs promoting their activities in favour of the most vulnerable.

The activities to achieve this objective are:

- To assist the NSs in their effort to promote understanding of issues such as the emblem, HIV/AIDS, polio eradication, antipersonnel mines.
- To act as a spokesperson for the NSs in the region demonstrating the contribution they make in terms of service delivery and advocacy of humanitarian issues of global, regional, sub-regional and national significance.
- To liaise with all components of the Movement as well as governmental and non-governmental organisations to identify the areas of interface between the NSs and their partners.
- To mobilize support to enable the NSs to play their role in an effective, efficient and sustainable manner, maintaining the necessary balance between relief and development.

Objective 3 To represent the Federation and raise its profile through effective dissemination of Strategy 2010 within the region.

- To profile the Federation, highlighting the pivotal role it plays in the process of NS capacity building.
- To Assist the NSs to build capacities for effective implementation of Strategy 2010 encouraging them to use it as a guide to develop their own medium to long term plans based on local priorities.
- To Support the NSs in their effort to disseminate Strategy 2010 among their domestic and international partners.

Objective 4 To provide overall co-ordination and management support to the core delegation support services: institutional development, disaster preparedness, health and information and advocacy.

- To ensure effective day to day co-ordination and management support, including financial management support, to the core programmes of institutional development, disaster preparedness, health and information and advocacy.
- To monitor planning and implementation of the programmes in such a way that a more integrated approach is employed to promote optimum utilisation of resources, including human resources, with better prospects for sustainability and impact.

Objective 5 To provide the necessary support to the other Federation support systems in the region: country delegations and the Federation's representation office.

The activities to achieve this objective are:

- To monitor the logistical support to the Delegation and the NS in Iraq.
- To ensure the provision of technical/professional back up to the Federation support systems in the region.
- To ensure the provision of support in times of emergency, as may be required.

Objective 6 To accelerate NS capacity building in the region in terms of capacities and skills for domestic resource mobilisation as a basis for collective self-reliance within the region and increased contribution towards the effective implementation of the Movement's objectives.

The activities to achieve this objective are:

- To develop a comprehensive business plan on the basis of which more intensified fundraising will be carried out both within and outside the region.
- To focus on domestic fundraising to help the NSs assist one another and work towards collective self-reliance at regional and sub-regional level with increasing participation in and contribution to the mainstream channel of support through the Federation and the Movement.

Objective 7 To carry out financial resource management including budget preparation, implementation, monitoring and reporting.

The activity to achieve this objective is:

- To assist the NSs, and the Federation support systems in the Region in the training of their staff/volunteers and delegates to improve their performance in financial management with effective application of Federation systems and standards.

Objective 8 To ensure human resource development including training of staff, volunteers and delegates.

The activity to achieve this objective is:

- To provide support and guidelines for human resource development including staff/volunteers and delegates working within the NSs, the Delegation and Federation support systems in the region.

Objective 9 To implement more effective administration systems and procedures.

The activity to achieve this objective is:

- To monitor the effective implementation of the necessary rules and procedures relating to administration and management and prudent use of properties.

Objective 10 To improve co-ordination in the MENA region through sharing of experience and the launching of regional initiatives.

The activity to achieve this objective is:

- The holding of a regional MENA conference from 28 and 29 May 2001 in Tehran, hosted by the Iranian Red Crescent Society.

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Expected Results

By the end of 2002, as a result of the effective implementation of this programme,

- The NSs will have been effectively served, with the delegation acting as a bridge for effective communication and support between the NSs and their partners.
- NS programmes and services will have been effectively promoted and marketed to improve the prospects for increased support and better performance.
- NS interest and commitment to work with the Federation will have considerably increased based on a deeper understanding and effective application of Strategy 2010 as a basis for medium to long term planning.
- The quality of the core support services will have improved considerably as a result of effective and efficient co-ordination and management support, particularly in relation to financial management.
- The added value of the Delegation in terms of NS capacity building will be evident particularly in the areas of domestic resource mobilisation, financial management, human resource development and development and implementation of more effective administrative systems and procedures.

Indicators

- The Federation's role as an architect of co-operation has been operative within the region as demonstrated in increased relationships between the NSs and their partners both within and outside the Movement.
- The NSs have started to work on appropriate advocacy issues of humanitarian concern addressing relevant needs of national, sub-regional, regional and global significance.
- The NSs have developed the required capacities for comprehension, diffusion and implementation of Strategy 2010 within the region.
- The financial management process within the region meets Federation standards.
- NS resource mobilisation strategies are domestically focused and favour the development of collective self-reliance within the region without undermining the solidarity that needs to be promoted at the global level.
- The NSs and the Federation support systems in the region are committed to addressing the training needs of volunteers/staff and delegates based on a comprehensive human resource development plan encompassing short, medium and long term perspectives.
- Effective administrative systems and procedures are in place and in use both within the NSs and the Federation support systems within the region.

Monitoring and Evaluation Arrangements

Programme monitoring will be based on a series of field visits to review progress made according to approved plans and budgets with a full understanding of the operational context on the ground. The monitoring process will also be based on analysis of progress reports to be shared with the Secretariat and other partners both within and outside the Movement. The monitoring process will include analysis of variances between planned targets and achievements in the various areas of support. In terms of financial management, the process will focus on analysis of variances between budgets and expenditure.

A semi-independent evaluation of the programme is planned to take place during the third quarter of 2002 in order to see the extent to which the set objectives have been met. The evaluation team will consist of representatives from the NSs, the Secretariat, the PNSs and the delegation. The terms of reference for the evaluation will be developed and agreed upon with the MENA Department.

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PROGRAMME	DP	Health & services	Human values	IDRD	Coord. & mgt	TOTAL
Shelter & construction	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0
Food & seeds	0	0	0	0	0	0
Water	0	0	0	0	0	0
Medical & first aid	19,500	0	0	0	0	19,500
Teaching materials	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0
Sub total supplies	19,500	0	0	0	0	19,500
Land & Buildings	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0
Computers & telecom	3,270	0	18,350	0	20,170	41,790
Medical equipment	0	0	0	0	0	0
Other capital expenses	69,440	0	45,500	0	9,500	124,440
Sub total capital	72,710	0	63,850	0	29,670	166,230
Programme management	38,318	51,559	26,815	38,915	11,518	167,126
Technical services	11,471	15,434	8,027	11,649	3,448	50,029
Professional services	12,721	17,116	8,902	12,919	3,824	55,482
Sub total programme support	62,510	84,110	43,744	63,483	18,790	272,636
Transport & storage	23,380	9,500	22,700	24,620	42,680	122,880
Personnel (delegates & expatriates)	113,100	102,300	101,220	19,800	328,170	664,590
Personnel (local staff)	81,365	28,720	20,395	116,555	139,000	386,035
Sub total personnel	194,465	131,020	121,615	136,355	467,170	1,050,625
Travel & related expenses	6,500	2,100	16,800	76,100	36,400	137,900
Information expenses	9,840	1,150	24,040	24,360	10,310	69,700
Expert fees	0	0	8,000	0	6,000	14,000
Admin. - general expenses	20,390	21,756	31,920	37,200	186,045	297,311
Training workshops / seminars	158,975	515,000	65,000	215,000	10,000	963,975
Sub total travel, training, general exp.	195,705	540,006	145,760	352,660	248,755	1,482,886
Total budget	568,270	764,636	397,669	577,118	807,065	3,114,758

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