

ANNUAL REPORT



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

MIDDLE EAST & NORTH AFRICA

May 2002

Appeal No. 01.64/2001

Appeal Target: CHF 3,114,758

Operational Developments

The seemingly interminable cycle of violence in Palestine and Israel, and UN sanctions in Iraq, were major causes for increased humanitarian concerns in this volatile region. The complex nature of the regional political context was a daunting challenge, yet at the same time an opportunity for the Federation and the national societies to constantly adapt their programmes to address both capacity building and immediate operational needs.

Objectives, Achievements and Constraints

Disaster Preparedness

Objective 1 To assist the five national societies of Egypt, Iraq, Jordan, Palestine, and Syria in their disaster preparedness programmes and in conducting vulnerability and capacity assessments (VCAs).

The regional delegation's support for the DP/VCA programme of the national societies focused on the national societies of Iraq, Syria and Yemen; preliminary assessments were made in Egypt. A follow up assessment was made after dissemination of the results of the VCA previously conducted with the Palestine Red Crescent. VCA/DP activities in Jordan needed to be strengthened further to enable the national society and the regional delegation (RD) to work together on a more comprehensive plan.

Objective 2 To help the national societies undertake VCA studies based on lessons learnt.

The RD assisted the Yemen Red Crescent in a detailed VCA conducted in the two disaster prone regions of Hijja and Hoidedah. Findings and recommendations of the assessment are to be included in the national society's strategic plan.

The RD helped the Palestine Red Crescent to disseminate the VCA documentation within and outside the region, in order to share the lessons learnt among the wider community of national societies. The document provides a model for national societies to conduct VCAs with the participation of key stakeholders, particularly the beneficiary communities themselves. The VCA conducted in Palestine was presented as a case study at DP workshops in Manila and in Lausanne, Switzerland.

In close coordination with the country delegation in Baghdad, the RD assisted the Iraqi Red Crescent in brainstorming and consensus building sessions as a basis for the VCA study to be conducted by the national society. The RD also trained national society staff and volunteers in basic VCA techniques.

Objective 3 To strengthen coordination with external partners by clarifying the roles of the national societies.

In coordination with the ICRC, the RD assisted the Jordan Red Crescent to organize the first All-Arab national society /civil protection/defense joint meeting held in October 2001 (Amman, Jordan). The meeting focused on volunteering and disaster preparedness/response and generated useful ideas for cooperation between the national societies and civil protection/defense. The presentations and discussions on volunteering were facilitated by the RD. The following were among the key issues discussed during the meeting:

- How to insure volunteers when they were sent on life-threatening missions;
- How to introduce and maintain appropriate volunteer remuneration schemes without undermining the spirit of volunteering.

Objective 4 To assist the national societies to develop multidisciplinary groups to work on community based programmes.

In cooperation with Care International, the RD co-facilitated a workshop on the Sphere Project in June 2001 (Amman, Jordan). National society representatives from Egypt, Palestine, Saudi Arabia and Syria participated in the workshop.

As a result of positive feedback from the regional workshop, the Egyptian national society requested assistance in organizing Sphere training in Egypt, so that more of its staff and volunteers could benefit. The RD assisted by contracting a Middle East distributor to facilitate the distribution of the Arabic version of the Sphere handbook.

The RD translated the Federation's Introduction to Disaster Preparedness Manual into Arabic to be used as a reference tool for training regional teams and DP/DR coordinators within the national societies.

Objective 5 To train a core group of trainers who will begin integrated community based DP activities.

Six Syrian Arab Red Crescent branches from north west Syria attended a DP awareness workshop jointly facilitated by the RD and the national society.

The RD assisted the Syrian Arab Red Crescent Society to pilot four *integrated CBFA (community based first aid) and DP* workshops based on an integrated approach. A staff member of the Syrian Arab Red Crescent worked with the RD in planning and implementing an integrated approach to DP training

Objective 6 To facilitate a regionally self-sustainable programme by transferring the management of the programme to a locally recruited DP coordinator.

A DP coordinator, with previous experience from the Palestine Red Crescent, was recruited; he participated in an induction course and DP delegate meetings in Lausanne

The RD also facilitated the attendance of the secretary general of the Jordan Red Crescent and the director of the Syrian Arab Red Crescent at FACT and ERU training events.

Constraints

With the exception of the national societies of Palestine and Iran, the other national societies in the region have not yet developed the necessary base for regional DP and DR programmes.

Lessons Learnt

Although the national societies did not seem keen to take initiatives on their own, they were often open to new ideas. Many of the national societies readily accepted the recent initiative taken to encourage them to work towards a more integrated approach combining DP, health, humanitarian values and organizational development.

Health and Care

Objective 1 To promote exchanges of experience in health and care.

The RD facilitated the recruitment of a staff-on-loan (a health professional) from the Libyan Red Crescent at the North Africa sub-regional office. During his three month mission, this staff member worked with all five North African national societies providing advice and assessing their basic capacities and needs. The recommendations from his evaluation will be used at a sub-regional training of trainers (ToT) on HIV/AIDS to be conducted in Libya in 2002.

The psychological support programme (PSP) network was launched in November 2001. Experienced local staff from the Palestine Red Crescent took the lead role in developing /adapting the necessary material for the programme.

Objective 2 To provide the national societies with technical advice in health and care activities.

The RD provided technical support to the different health initiatives in Iran (for Afghan refugees, Iraq (polio eradication campaign), Lebanon (medical supplies to the Palestinian refugees) and Palestine (support to the PHC and emergency medical services).

In September 2001, the regional delegation, together with the staff member from the Syrian Arab Red Crescent, facilitated a workshop focused on health and DP issues organized by the Emirates Red Crescent.

At the request of the Yemen Red Crescent, the RD undertook an assessment of the society's health activities in Sana'a and in other branches. The recommendations from the assessment will be included in the society's strategic plan.

Objective 3 To facilitate the translation and use of reference material into Arabic.

The RD facilitated the translation into Arabic of the youth peer education manual for HIV/AIDS and the HIV/AIDS related tool kits for volunteers. Some 5,000 copies of the manual and about 1,200 copies of the tool kit were printed and distributed among the national societies. Both the manual and the tool kits were highly appreciated by the national societies.

Objective 4 To help national societies focus on preventive rather than curative health including advocacy of key health issues.

The first sub-regional ToT on HIV-AIDS was held in December 2001 (Syria) and was attended by 18 participants from eight national societies. Facilitated by the RD, the workshop provided a good platform for the launch of an HIV/AIDS networking group in the region.

The RD facilitated the participation of representatives from the national societies of Iraq, Libya and Syria in the 5th International Conference on Home and Community Care (HIV-AIDS) held in Thailand in December 2001.

Objective 5 To assist the national societies to implement CBFA linked to other programmes including branch development.

Several community based first aid (CBFA) workshops were conducted for volunteers and staff of the Syrian Arab Red Crescent, with special emphasis at branch levels. The RD, in coordination with the Syrian Arab Red Crescent, provided technical support while funding was covered bilaterally by the French Red Cross.

At the time of writing, negotiations were under way with the Jordan Red Crescent to implement CBFA at branch level (Ajluun, Madaba, Aqaba and Petra). A first-aid training centre was established in Amman to support the training activities of the national society.

Constraints

Coordination of sectoral programmes presented quite a challenge to the regional delegation, since the process is based on a clear understanding and consistent support from all concerned, including the different technical departments at the Secretariat.

Lessons Learnt

Workshops were useful provided they had some form of follow up. The first ToT workshop on HIV/AIDS was a good example of this, since one of the outputs of the workshop was the effective network that was subsequently developed.

Organizational Development

First strategic planning initiative with national societies in the Gulf region.

Senior staff and volunteers from the national societies of Bahrain, Kuwait, Qatar, United Arab Emirates and Yemen attended the first planning initiative with the Gulf national societies. The process was set in motion through a workshop conducted in Doha, Qatar during the last week of March, and was facilitated by the regional delegation to introduce the spirit and content of the Federation's *Strategy 2010* within the region.

An in-depth discussion was held on the characteristics of a well functioning national society (statutes, governance /management, human /material /financial development) followed by a case by case assessment of national society capacities and services. External opportunities and threats, such as socioeconomic and political factors were also explored to widen the base on which comprehensive strategic plans could be constructed.

The initiative was well received, as an element that could add value to the development of the national societies. An overall consensus was reached on the following needs:

- To obtain leadership /management commitment to initiate strategic planning;
- To establish a core working group (committee) to follow up on the planning process; and
- To determine the nature/direction of technical support required in the further development of strategic plans.

Strategic planning/partnership development - the national societies of Iraq, Syria and Yemen

The RD worked closely with the three national societies in Iraq, Syria and Yemen on their strategic plans to be used as a basis for more inclusive partnership based on a Cooperation Agreement Strategy (CAS).

In all three cases, the following methodology was used:

- National strategic planning workshops were conducted involving senior volunteers/staff from both headquarters and all branches to ensure that the process was based on adequate participation, a shared vision, and collective commitment. Strategic planning objectives included leadership/management objectives, thereby encouraging a comprehensive, flexible approach based on adaptive learning as a basis for change and development.
- Although the RD played a lead role in the facilitation of the national strategic planning workshops, the ICRC also participated in order to harmonize its own approach to national society capacity building with that of the Federation.

- The national strategic planning workshops were designed to address a range of issues including the introduction and alignment of *Strategy 2010* core areas with national and local priorities, the review of national society capacities and services, and an analysis of external factors that could affect its development.
- A working group (representing both headquarters and the branches) was established to put together the draft strategic plans; the group collaborated closely with the RD.
- The draft strategic plans of all three national societies, encompassing a medium term time frame of five years, were discussed at a joint partnership meeting held in October /November (Damascus 2001). The final versions of the strategic plans incorporated recommendations from the partnership meeting, and will be produced in early 2002. This will help the Cooperation Agreement Strategy to move forward so that the national societies and their partners can work together in a more sustainable way.
- Although the RD played an active role as a ‘serving leader’, the national societies were encouraged to demonstrate their potential to assume full ownership of the programme at all levels.

Achievements in relation to other OD objectives

The intensive support provided in the area of strategic planning represents the bulk of the OD work done in 2001. However, the all inclusive nature of the way the content and methodology of the strategic planning processes was organized provided an opportunity to address some of the key issues related to other OD objectives including leadership and management, human resources, etc.

In cooperation with the OD Department in Geneva, the regional delegation facilitated the participation of the head of the international department of the Iraqi Red Crescent at the International Congress on Fund-raising held in October 2001 in the Netherlands.

At the request of the Yemen Red Crescent, the RD facilitated an overall OD assessment of the society including an evaluation of its financial systems and procedures. Recommendations from the assessment are to be included in the national society’s strategic plan.

Constraints

National society interest in continuing the OD processes cannot be taken for granted. Creating an initial favorable environment took a great deal of energy before the actual OD activities were set in motion.

Lessons Learnt

As the lack of interest on the part of the national society seemed partly related to the fact that OD inputs tended to be based on processes rather than results, efforts were made to ensure that OD needs were driven by actual programme /service delivery needs. This was addressed through the emerging integrated strategy in which the OD component was implemented as part and parcel of core areas including health, DP and humanitarian values.

The joint partnership meeting conducted in Syria created a good opportunity not only to exchange experiences but also to work together on the common priorities identified in the draft strategic plans of the three national societies. The dynamics emerging from this is expected to create the basis for regional cooperation and partnerships (ReCAP) which can be developed as an ‘umbrella’ strategy based on the common priorities of the country level CASs.

Humanitarian Values

The regional delegation did not have experienced staff for the information component of the humanitarian values programme until late in the year. However, after an information officer and an information delegate joined the delegation a number of activities were implemented in relation to the objectives of the appeal:

Objective 1 To assist national societies in the promotion and marketing of their capacities and needs.

The head of the regional delegation visited most of the diplomatic missions and UN agencies in Amman and briefed them on the work and structure of the Movement. He placed particular emphasis on the Federation's *Strategy 2010* and the enduring humanitarian imperatives in the region.

In November 2001, the information delegate undertook a one-month mission to Iran to assist national societies in handling media relations and to promote emergency humanitarian assistance to Afghan refugees at the border.

At a regional launch organized in December 2001, the Federation's Appeals for 2002, especially the parts relevant to the MENA region, were widely disseminated through press releases, a press conference and a Ramadan IFTAR reception which was attended by over 50 guests from diplomatic missions, NGOs, UN agencies and the Amman based media. Copies of the Federation's 2002 Appeal were distributed during the reception.

Objective 2 To facilitate the promotion of the Federation's Strategy 2010.

Printed materials such as an annual planner were produced for distribution to the national societies, NGOs, UN organizations and the media.

Articles on a number of activities and workshops organized by national societies and supported by the regional delegation were written and disseminated through the Federation's web site, Arabia on Line and local papers.

Objective 3 To encourage and support advocacy campaigns and actions to promote the participation of women and youth in the leadership and activities of national societies.

Contacts were initiated with the University of Jordan to introduce young people to the principles of the Movement. Discussions were also held with students on a pilot campaign for the prevention of road accidents.

The information delegate participated in the facilitation of a regional workshop for training of trainers on HIV/AIDS in Damascus, directed at young volunteers of eight national societies in the region.

Objective 4 To promote the activities of the Federation within the region as a basis for future support.

Articles, interviews and short pieces on the Federation's activities in Iraq, Palestine and Algeria were broadcast by Jordan radio, TV and newspapers in English and Arabic. A system of regular distribution of press materials was established with many media outlets in the region.

The RD assisted in the translation of press releases issued by Geneva and of the DP manual, adapted to its context.

Contacts were initiated with UNICEF to explore and discuss possible areas of cooperation.

Constraints

The establishment of an information section in the regional delegation received a lukewarm welcome from some national societies in the region. This was partly due to the lack of a regional information

strategy. A midterm strategy will be designed in cooperation with information/external relations sections within national societies.

Lessons learnt

The integrated approach used in RD activities proved to be a useful method of providing information/advocacy support to the programmes facilitated by the delegation.

Disaster Response

Although disaster response was not explicitly included in the regional Annual Appeals for 2001, the RD provided critically needed logistical and administration support to the ongoing relief operations in Iraq and Palestine.

The RD assisted the Yemen Red Crescent Society to replenish its DP stocks (tents) following the flood disaster that affected Hijja and Hoidedah in August 2001.

Coordination and Management (including Regional Cooperation)

Objective 1 To improve coordination in the MENA region.

The regional delegation helped to set up the **3rd MENA Conference** (Tehran, May 2001) which was attended by all the national societies in the region, and by partners, who had observer status. The RD played an active role in the development of topics for group discussion, which focused on DP/DR, health, cooperation and gender issues.

In January the RD facilitated **the sub-regional meeting of the Middle East national societies** held in Beirut at which the progress of *Strategy 2010* within the region and the recommendations of the 2nd MENA Conference held in Cairo in May 2000 were discussed. The meeting was attended by presidents/secretaries general from Iran, Iraq, Jordan, Lebanon, Palestine and Syria.

Objective 2 To facilitate communication and support between the national societies and their partners.

The RD facilitated two **PNS desk officers meeting**, the first of which was held in Beirut (January) and the second in Tehran (May) in which extensive discussions were held on improving funding support for the Federation's appeals in the MENA region.

The MENA regional draft appeals for 2002 were coordinated by the regional delegation; the drafts were also presented at the **MENA consortium meeting** held in October in Stockholm.

Objective 3 To coordinate and manage core delegation support services.

The RD facilitated **quarterly regional management meetings** in which ongoing internal management processes were reviewed. The meetings were coordinated by the RD and participants included heads of field delegations and staff from the MENA department in Geneva.

Based on the assessment the RD undertook to analyze the weaknesses and strength of the existing field structure, **a new method of working** was discussed and agreed on in order to improve the efficiency of the Federation's support in the region. The new method encouraged all the delegations to work as a regional team rather than as individual entities.

The RD facilitated a development review workshop for all field delegates to introduce the Secretariat's **new performance appraisal system** which is expected to improve performance at all levels.

The head of the RD visited many of the national societies and delegations to discuss their priorities and the possible ways and means of improving performance through collective efforts.

To improve coordination, the RD facilitated French Red Cross bilateral support by providing office space and administrative help to the society's office in Amman, Jordan.

Objective 4 To facilitate financial management support.

The *regional finance unit (RFU)* was strengthened by the addition of necessary staff and systems to support the delegations with their financial data processing and management.

The RFU served as a clearing house for financial reporting at both central and regional levels. It also trained delegation staff working in finance and administration to ensure technical competency at all levels.

The RFU benefited from the services of a staff member on loan from the Swedish Red Cross who assisted the delegation for a period of six weeks.

In cooperation with the Netherlands Red Cross, the RD facilitated the payment of core costs (salaries and administrative costs) for staff of the Yemen Red Crescent since the national society faced serious financial difficulties.

Constraints

Most of the national societies in the region were not fully aware of the limits to the assistance that the Federation could provide. They often tended to regard the Federation as a 'donor' rather than as a 'facilitator' of their activities.

Budgetary support for the Federation's work in the region remained considerably limited. The overall appeal response to the MENA regional programmes in 2001 was only 48 per cent, and 47 per cent in 2000. Many adjustments had to be made during the year to reduce deficits and accomplish as much as possible using the limited resources available.

The fact that the region was further divided into sub-geographical units (Middle East, North Africa, Gulf) with different socio-economic and political orientations represented a challenge to the development of effective cooperation based on a stronger regional identity.

Lessons learnt

Interaction between national society delegations often tended to focus on headquarters issues with little attention paid to branch levels. However, the RD's constructive engagement with the national societies in Iraq, Syria and Yemen showed the importance of addressing both headquarters and branch level priorities in a participatory process.

Coaching of national society staff and volunteers through staff on loan arrangements proved to be effective in improving the rapport and cooperation between the national society and the delegation. The experience with the Libyan and Syrian Arab Red Crescent Societies were important areas of achievement in this respect. More efforts are required to develop human resources within the region for effective participation in the international work of the Movement and the Federation.

Conclusion

Notwithstanding the complexity of the context and lack of funding, overall progress in 2001 demonstrated the degree to which well adapted and effective regional programmes could make a difference in the development of national societies as viable organizations capable of dealing with multiple challenges.

This was achieved through ongoing efforts to improve the positioning and service portfolio of the regional delegation, in all areas of *Strategy 2010*. The principal lessons learnt in 2001 include the following:

- All RD programmes should be integrated for cost-effectiveness, sustainability and impact on national society development. ***The integrated approach requires unearmarked funding to ensure a flexible and balanced implementation of priorities.***
- The MENA delegations in the field were encouraged to work as a regional team rather than as individual entities - ***a new method of working which enhances synergy and ensures coherence*** in the implementation of programmes.

However, initial success in terms of increased national society confidence in the Federation and the regional delegation cuts both ways. Cooperation improved significantly, but the expectations of the national societies also increased. During the third MENA Conference in Tehran, the national societies collectively called on both the Federation and the ICRC to intensify their support towards capacity building. The challenge now is to perform to the expectations of the national societies and, at the same time, to ensure further support from within and outside the region.

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All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For further information concerning Federation operations in this or other countries, please access the Federation web site at <http://www.ifrc.org>.

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INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.64/2001 MENA regional programmes

Period: year 2001

Project(s): 81160, 81901, 81902, 81905

250450, 250461

Currency: CHF

I - CONSOLIDATED INCOME 2001, CASH, KIND, SERVICES

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Reallocations	Goods/Services	Personnel	
Appeal budget	3,114,758				
less					
Cash brought forward	-56,901				
TOTAL ASSISTANCE SOUGHT	3,171,658				
<i>Contributions from Donors</i>					
Programme support 2001	515,169				515,169
British Red Cross (DNGB)	32,662				32,662
British Red Cross (DNGB)	32,662				32,662
Danish Govt.via Danish Red Cross (DG)	40,474				40,474
DFID - British Government (DFID)	5,000				5,000
DFID - British Government (DFID)	35,400				35,400
Donor - Capacity Building Fund (DC)	40,000				40,000
Donor - Unidentified (D000)	143				143
Finnish Red Cross (DNFI)	49,447				49,447
French Red Cross (DNFR)	33,287				33,287
Norwegian Govt.via Norwegian Red Cr	114,781				114,781
Norwegian Govt.via Norwegian Red Cr	53,820				53,820
Norwegian Govt.via Norwegian Red Cr	32,292				32,292
Norwegian Govt.via Norwegian Red Cr	67,068				67,068
Norwegian Red Cross (DNNO)	12,753				12,753
Norwegian Red Cross (DNNO)	7,452				7,452
Norwegian Red Cross (DNNO)	3,588				3,588
Norwegian Red Cross (DNNO)	5,980				5,980
Swedish Govt.via Swedish Red Cross (17,430				17,430
Swedish Govt.via Swedish Red Cross (71,760				71,760
Swedish Govt.via Swedish Red Cross (29,640				29,640
Swedish Red Cross (DNSE)	30,000				30,000
Swedish Red Cross (DNSE)	17,430				17,430
Swedish Red Cross (DNSE)	54,600				54,600
Swedish Red Cross (DNSE)	85,250				85,250
Finland				22,012	22,012
France				13,306	13,306
Japan				59,959	59,959
Sweden				99,876	99,876
TOTAL	1,388,089			195,153	1,583,242

II - Balance of funds

Opening balance	-56,901
CASH INCOME Rcv'd	1,388,089
CASH EXPENDITURE	-996,238

CASH BALANCE (1)	334,950

(1) Regional delegation core costs, proj 250450 and 250461, are covered by programme support

Appeal No & title: 01.64/2001 MENA regional programmes

Period: year 2001

Project(s): 81160, 81901, 81902, 81905

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	Appeal Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction						
Clothing & Textiles						
Food/Seeds						
Water						
Medical & First Aid	19,500					19,500
Teaching materials						
Utensils & Tools						
Other relief supplies						
Sub-Total	19,500					19,500
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles						
Computers & Telecom equip.	41,790	14,661			14,661	27,129
Medical equipment						
Other capital expenditures	124,440	2,835			2,835	121,605
Sub-Total	166,230	17,496			17,496	148,734
<u>TRANSPORT & STORAGE</u>	122,880	48,862			48,862	74,018
Sub-Total	122,880	48,862			48,862	74,018
<u>PERSONNEL</u>						
Personnel (delegates)	664,590	335,518		195,153	530,671	133,919
Personnel (local staff)	386,035	201,994			201,994	184,041
Training						
Sub-Total	1,050,625	537,512		195,153	732,665	317,960
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	14,000	315			315	13,685
Travel & related expenses	137,900	44,959			44,959	92,941
Information expenses	69,700	28,416			28,416	41,284
Administrative expenses	297,311	195,833			195,833	101,478
External workshops & Seminars	963,975	62,170			62,170	901,805
Sub-Total	1,482,886	331,693			331,693	1,151,193
<u>PROGRAMME SUPPORT</u>						
Programme management	167,126	35,141			35,141	131,985
Technical services	50,029	10,521			10,521	39,507
Professional services	55,482	11,672			11,672	43,810
Sub-Total	272,636	57,334			57,334	215,302
Operational provisions		3,341			3,341	-3,341
Transfers to National Societies						
TOTAL BUDGET	3,114,758	996,238		195,153	1,191,391	1,923,367

Consumption rate: Expenditures versus income 112%
Expenditures versus budget 38%