

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 AND NORTH AFRICA

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in 178 countries. For more information: www.ifrc.org

Appeal No. 01.54/2002; Appeal target: CHF 2,526,660; Appeal coverage: 79%

Overall analysis of the programme •

Since the beginning of the 1990s, the regional delegation (RD for the Middle East and North Africa (MENA region), based in Amman, has been working with the National Societies (NSs) of the Region. Its services focus on NS capacity building in line with the International Federation's Strategy 2010. It also provides logistical and administrative support to the emergency operations in Palestine and Iraq.

The key results in 2002 include the following:

- Enhanced NS role in the fight against HIV/AIDS with a number of staff and volunteers trained as trainers and peer educators. Most of the NSs in MENA are also developing specific anti-HIV projects in cooperation with the relevant governmental and non-governmental organizations.
- More institutionalized and improved disaster management capacities with key NS volunteers and staff trained to serve as focal points for disaster management.
- Improved NS advocacy and communication capacities with key inputs including the regional bimonthly newsletter, Al-Itihad, produced and distributed through the RD and several stories posted on the Federation's web site highlighting the humanitarian challenges and operations in Palestine and Iraq.
- Sustained efforts under way to improve NS leadership and planning /management capacities with a strategic planning process started with several NSs. The planning initiatives started earlier with the Syrian and Yemen Red Crescent Societies are being strengthened with in-country delegates assigned to work with the NSs to facilitate the process. In total, 28 potential delegates participated in the regional basic training course (BTC) which qualifies them to work in delegations in the wider network of the International Red Cross and Red Crescent Movement.
- An integrated approach is being pursued through training of multipurpose volunteers and staff in an integrated curriculum combining basic aspects of Strategy 2010 core areas and organizational development. The approach is being well received by the NSs as it helps to improve cost effectiveness and impact.

The context

The complexity and volatile nature of the context provides a background against which the overall progress of the implementation of appeal no. 01.54/2002 needs to be reviewed in this programme update.

Persistent conflict and instability continue to dominate the operational context of the region. The seemingly endless cycle of conflict in Palestine/Israel still stands out as a major source of

humanitarian concern. The socio-economic consequences of the conflict are getting worse with up to 22 per cent of children in Palestine suffering from acute or chronic malnutrition. The United Nations Relief and Works Agency (UNRWA) launched the biggest ever food aid operation to assist the millions in dire need of assistance in the occupied Palestine territories.

More often than not, mobility is severely restricted by curfews and closure of roads. Insurmountable difficulties are faced especially when access is denied to transport patients to hospitals and clinics. Even in cases when access is granted, it takes such a long time to pass through the checkpoints that the patients do not survive long enough to reach the medical assistance they need.

The lingering effects of sanctions in Iraq continue to bite worsening the plight of the most vulnerable including children who continue to suffer from malnutrition and lack of medical care. The infrastructure, including the health care delivery system, is in a progressive state of deterioration.

At the time of writing, the growing fear that a renewed attack on Iraq may be imminent has further raised the humanitarian concerns in the region. In light of this development, efforts are under way to improve the preparedness/response capacity of the Iraqi Red Crescent supported by the Federation's Secretariat and the International Committee of the Red Cross (ICRC). Contingency plans are in the works both within Iraq and outside involving the neighbouring NSs. Through internal consultations within the Movement, it has been agreed that the ICRC will play a lead agency role inside Iraq while the Federation will assume a lead agency role for the operations that may spill over outside Iraq involving the neighbouring NSs.

Objectives, Achievements and Constraints

Disaster Preparedness •

Objective 1: To strengthen the disaster preparedness programme utilizing previous vulnerability capacity assessment experiences and to conduct additional vulnerability and capacity assessment studies with selected national societies in the region.

Activities: By developing a well functioning disaster management unit, the Palestine Red Crescent Society is implementing up to 90 per cent of the recommendations of the vulnerability capacity assessments (VCA) conducted in the past few years (facilitated by the RD).

Based on the experience gained from the comprehensive VCA study done in Palestine, the NS of Iraq, supported by the RD and the country delegation in Iraq, has undertaken a VCA study which has helped to identify the different roles among the components of the Movement (NS, ICRC, Federation) with better mechanisms of coordination. The VCA was also useful to identify the nature of support required for disaster management capacity building in the North, South and Central parts of the country.

VCA planning meeting in Morocco facilitated by the RD and the Federation's representative for North Africa was attended by 20 participants from the five North African NSs participated in The. A tentative critical pathway was developed by the participants paving the way for full VCA studies in Morocco, Algeria, Libya and Egypt.

A plan of action was agreed upon in which the RD will assist the Algerian Red Crescent to conduct a VCA study based on the experiences within the MENA region as well as within a global context. The plan of action also incorporates a comprehensive meeting focussing on disaster management to raise awareness of selected staff and volunteers working at the HQ and in all 48 branches of the Algerian Red Crescent.

Representatives from Egypt, Iraq and Yemen were assisted to be able to participate in the global VCA training of trainers in Jeslo, Italy organized by the Federation's Secretariat. The regional disaster preparedness project coordinator also participated in the training and acted as a facilitator based on the experience gained in the MENA region.

Constraints: The VCA work at the national society level requires a lot of follow up to ensure that the momentum created at the training events is maintained and incorporates the findings within the programme planning and implementation cycle of the NS. However, as most of the NSs do not have designated people to sustain this process, the immediate impact the VCA is expected to generate (in terms of leveraging change within the service portfolio of the NS) does not readily manifest itself.

In most cases, the disaster management structure of the NSs is not clearly defined. The planning and implementation of disaster management are not adequately decentralized to ensure rapid response at branch/community level. Moreover, the staff and volunteers the NSs nominate for the various disaster management skills development training do not fulfill the selection criteria. This poses a challenge in terms of ensuring uniformity of standards with respect to human resource capacity building in disaster preparedness and management.

Objective 2: To assist regional national societies in establishing a regional disaster preparedness and disaster management coordination network that enhances cooperation in terms of human, material, and knowledge resource sharing.

Achievements: In line with recommendation from the 3rd MENA Conference (Tehran 2001) regarding NS capacity building in disaster preparedness/management, the MENA Regional Disaster Relief Centre has been officially launched based on an agreement between the Iranian Red Crescent and the Secretariat of the Federation. The centre is expected to help improve training, logistics and management to ensure effective response.

The RD, in cooperation with the Disaster Management and Coordination (DMC) division at the Secretariat, facilitated disaster management training at the relief centre in Tehran providing the basis for developing a regional disaster response team (RDRT) in the MENA region. The training was attended by 40 participants from the NSs who were introduced to standard disaster management tools (with possible modifications as may be necessary on a case by case basis) encompassing the key activities of field assessment and coordination team (FACT), emergency relief units (ERUs) and RDRTs.

In total, 18 disaster preparedness trainers/coordinators from 12 NSs were trained to serve as focal points for disaster preparedness/management within their respective NSs. The training also provided a forum whereby the trainees examined the content of the Federation's DP manual with a view to adapting it to the MENA context.

The RD facilitated a training session on contingency planning for 120 selected staff and volunteers from the Iraqi Red Crescent Society (drawn from the headquarters and the branches). Conducted over a one-week period, the key aspects covered during the training included search and rescue, telecommunication, food distribution, shelter/camp planning and management, water and sanitation, tracing, first aid, etc. The RD also facilitated a similar exercise involving 80 participants from the Syrian Arab Red Crescent Society (with representatives from the branches). The contingency planning initiatives were well received in both Syria and Iraq, as they enable the NSs to have a core of national intervention teams to deal with the challenges they face in view of the potential conflict in and around Iraq.

Through a SPHERE training conducted in Cairo involving about 25 participants from the Egyptian Red Crescent and representatives from six other NSs from North Africa and the Middle East, the

basic concepts of the SPHERE Standards in humanitarian assistance were discussed and analyzed to improve applicability within the region. The fact that the training was organized for the first time in Arabic helped to expedite understanding and operationalization of the SPHERE handbook within the region

The RD facilitates the preparation of proposals and coordination of reports regarding projects funded by the European Commission's Humanitarian Office (ECHO) implemented together with the NSs of Palestine, Lebanon and Iraq.

Health and Care in the Community •

Objective 1: To consolidate efforts and results taking into consideration existing and emerging challenges in health and health-related priorities.

Achievements: Increasingly aware of the growing danger of the spread of HIV/AIDS (with more than 440,000 persons estimated to be infected in the region), the NSs are stepping up their efforts to contribute to the fight against HIV-AIDS. In particular, the efforts in the Middle East and North Africa sub-regions have started to gather momentum with the necessary facilitation support provided by the RD, enhancing the NS role in the fight against HIV/AIDS.

In total, 60 volunteers/staff from the NSs of Lebanon, Syria and Palestine (including the Palestine Branches in Lebanon), 24 from the Francophone countries (Algeria, Tunisia) and 36 from the Iraqi Red Crescent trained as trainers to enhance NS contribution against the disease. In all cases, up to 40 per cent of the trainees were female participants. The training was, among others, based on the Federation's youth peering manual which was translated into Arabic.

The training sessions helped to develop the curriculum in a more comprehensive way including not only scientific information on HIV/AIDS and other sexually transmitted diseases, but also the important aspects of self confidence building, leadership, communication, training and presentation skills. The useful services the trainers render at national, branch and community levels will enable the NSs to intensify their roles in the planning and implementation of specific projects to contribute their fair share in national efforts to prevent the spread of HIV/AIDS by working with communities, governmental organizations, UN agencies and NGOs.

Consolidating the efforts started in the previous years, the NSs of the Middle East (Iran, Iraq, Jordan, Lebanon Palestine and Syria) are currently involved in a variety of projects dealing with HIV/AIDS.

Iran

- The National Society's HIV/AIDS projects were included within the central structure which consists of Executive Committees that coordinate all HIV/AIDS related activities in the country. The committees began to produce HIV/AIDS related materials for health promotion, e.g. posters and leaflets. The Federation's *Youth Peering manual* was also translated into the Farsi language.
- Kermanshah Province (near the Iraqi border) was selected as 'a pilot area' because of the highest number of HIV positive persons in the province (about 800 tested cases in Kermanshah town). The branch is cooperating with the University clinic dealing with HIV/AIDS counselling/treatment. It also initiated a project on IV-drug abuse, and an HIV/AIDS counseling centre providing people with information on AIDS, and social support for the victims of the disease.
- The recently established MENA Regional gender network intends to conduct one of its knowledge sharing meetings in Teheran focusing on issues related to HIV/AIDS and female sexuality.

Iraq

- Working together with the Ministry of Health and the World Health Organization (WHO), the Iraqi Red Crescent is in the process of developing HIV/AIDS projects that enable it to contribute to national prevention efforts.
- The RD facilitated cross-border cooperation between the NSs of Iran and Iraq in which selected staff/volunteers from the Iraqi Red Crescent acquired useful experiences by visiting the pilot project implemented by the Iranian Red Crescent in Kemenashah province.

Jordan

- The Jordan National Red Crescent Society is actively working with UNAIDS contributing a number of its volunteers to act as peer educators and contribute to the prevention of HIV/AIDS.
- On 8 May 2002, the NS launched a two-year campaign against the stigma associated with HIV/AIDS.

Lebanon

- The Lebanese Red Cross is closely cooperating with the national AIDS programme which assists the NS in the organization of a training of trainers for its first aid volunteers.
- The Lebanese Red Cross started to train its nurses and social workers as HIV/AIDS educators and counselors.

Palestine

- The HIV/AIDS prevention effort in Palestine is based on a more comprehensive approach focusing on the prevention of a number of infectious diseases including HIV/AIDS, hepatitis, STDs, and of drug abuse.
- This effort is also based on a distance learning concept due to problems related to security and mobility.

Palestine Red Crescent - Lebanon branch

- The PRCS-Lebanon branch is targeting the general public and the youth in its educational approach which focuses on health education campaigns for primary, secondary and tertiary level students.

Syria:

- Using the services of its trainers, the Syrian Arab Red Crescent is participating in prevention campaigns at the national and local levels. A more focused project on prevention and control of HIV/AIDS is being developed to be implemented, on a pilot basis, by the Lattakia branch.

North Africa sub-region

Facilitated by the RD, a sub-regional level training of trainers on HIV/AIDS prevention was conducted involving 22 participants from the five North African NSs (Algeria, Egypt, Libya Morocco and Tunisia). Based on the knowledge gained during the training and the existing realities in the respective countries, the North African NSs are currently trying to define the role they can and should play in the fight against AIDS. RD support will continue based on the nature and scope of the projects that will eventually emerge from these processes.

The RD participated in and contributed to the effort of 'Incorporating reproductive health, sexual health and HIV/AIDS prevention in youth programmes in the Arab region' facilitated by the Health Education Resource Unit (HERU) at the Faculty of Health Sciences, American University of Beirut. The project covers Algeria, Bahrain, Emirates, Jordan and Morocco. The meeting reviewed cooperation modalities among potential partners and concerned youth organizations working on HIV/AIDS prevention.

Objective 2: To support the NSs with continued technical advice to enable them to improve their health services based on increased knowledge and exchange of experience both within and outside the region.

Achievements: Facilitated by the RD, regional psychological support network meetings were conducted involving 13 participants from the NSs of Iraq, Iran, Jordan, Lebanon, Palestine, Algeria, Qatar and representatives from the Federation and ICRC. The challenge of adapting the psychological support programme (PSP) manual of the Federation to the MENA context was identified as a key priority to be addressed through subsequent efforts.

The Lebanese Red Cross is forging ahead with the implementation of PSP initiatives. About 100 volunteers/staff have already been trained with about 200 more to be trained in the near future.

A pilot training was facilitated involving 15 health professionals working with the Damascus branch of the Syrian Arab Red Crescent as well as participants from the Federation's delegation in Iraq. The training covered different aspects including water and sanitation, hygiene, nutrition, assessment and coordination, and camp planning to enable the participants to have all around knowledge and experience in the planning and implementation of health interventions during emergencies.

The RD facilitated discussion between the NS of the United Arab Emirates and the Finish Red Cross to explore possibilities for the volunteers and staff of the UAE to participate in the ERU training of the Finish Red Cross. Efforts have also been made to encourage cooperation along similar lines between the Iranian Red crescent and the German Red Cross.

The RD participated in the Regional Interagency Co-ordination Committee Meeting for poliomyelitis, expanded programme for immunisation and other communicable diseases. The useful experience of the Iraqi Red Crescent in the monitoring of the polio eradication campaign in Iraq was presented and discussed.

Constraints: The biggest constraint is related to lack of adequate financial support to implement the activities according to plan. Despite this constraint, however, considerable progress was made partly due to the fact that some of the costs for community-based first aid, as part of the integrated training package, were covered by the other programmes including disaster management and organizational development (OD).

The challenge of preventing the spread of HIV/AIDS requires sustained follow up and commitment. However, the financial support the Federation can provide is too limited to meet the expectations of the NSs. Although other mechanisms of resource mobilization exist (e.g., global funding for HIV/AIDS) the capacity of most NSs to create the necessary partnership and access such resources remains limited. However, the Lebanese Red Cross is preparing itself to benefit from the global funding, coordinated through the country's national AIDS authorities. Similar efforts are also being made by the Moroccan Red Crescent which can serve as examples for other NSs to access funds from global sources.

Lack of adequate planning, monitoring and evaluation capacities of the NSs (e.g., Syria Arab Red Crescent) acts as a constraint in their effort to develop effective projects to deal with HIV/AIDS. A training session on the project cycle management is strongly recommended to overcome the constraints in this respect.

Humanitarian Values and Fundamental Principles of the Movement •

Objective 1: Enhance public knowledge of Strategy 2010 through the active use of mass media; ensure that national society staff have full understanding of the strategy and clearly see it as a primary tool in planning their programmes.

Achievements: A monthly, bilingual (Arabic and English) newsletter, *Al-Ittihad* (i.e. Federation or unity) was launched by the RD to enhance awareness and promote communication in the region. It is regularly disseminated to all major media across the region and in Jordan. The information is increasingly being used by both the Arabic- and English-speaking press.

Several stories were published on the Federation's public web site promoting activities of the MENA NSs with a focus on the emergency operations in Iraq and Palestine.

The *World Disaster Report 2002*, focusing on risk reduction, was jointly launched by the RD and Jordan NS. Key messages from the report were disseminated through the major regional media.

The Arabic edition of the SPHERE manual (i.e. minimum standards in disaster response) was published in Arabic and distributed to NSs and other organizations across the region through a pan-Arab private distributor. A 10-minute promotional video on the SPHERE project adapted was into Arabic.

The advocacy mandate of the Movement was introduced to NS volunteers and staff during the integrated training workshops conducted in Syria and Saudi Arabia. As part of a regional BTC organized in Jordan, the trainees attended a session on relations with partners, and in particular, on why and how the Movement can benefit from the media.

The advocacy mandate of the Federation and the Movement was also introduced to 18 newly-elected board members of the Yemen Red Crescent branches in a workshop organized in Sanaa. As part of the disaster response training exercises organized respectively in Syria (September 2002) and Iraq (November 2002), 80 Syrian Red Crescent volunteers and 120 Iraqi Red Crescent volunteers attended a practical training session on relations with external partners and, in particular, on how the Movement can benefit from the media.

The two information officers of the Federation's delegation in Baghdad and the Iraqi Red Crescent underwent a six-week, on-the-job training, at the RD in Amman. The aim was to strengthen their dissemination and communications capacities with a particular focus on the promotion of the activities of the NS and the Federation.

Objectives 2 and 3: Strengthen collaboration and coordination among the components of the RC/RC Movement to present a united vision and a more solid image of the Movement, expand/strengthen advocacy efforts at regional, sub-regional and NS levels to improve knowledge and visibility of the Movement and the distinctive roles of each component.

Achievements: Joint ICRC/Federation communications were issued to the press regarding to the Movement's work in the Palestinian territories. NS press conferences on the annual International Red Cross and Red Crescent Day, among other examples, contributed to the building of a more united image within the Movement based on a coherent approach.

A joint Federation/ICRC/Iraqi Red Crescent information seminar for Iraqi and international media representatives was organized in Baghdad with a view to promoting the common vision and values of the three Movement components as well as their respective mandates. Press lines on Iraq were developed jointly by the Federation and ICRC and circulated to all NSs to promote common messages and ensure coherent communication.

Objective 4: Establish strong and expanded relations with local and regional Arab media with the purpose of disseminating information about Federation's strategies /programmes , fundamental principles/humanitarian values.

Contacts were prepared for partnership agreements with two major regional web-based communities (arabia.com and maktoob.com). Both web sites picked up and posted the Federation's stories and news items. Several stories were also written in local and regional newspapers (Arabic and English) about HIV/AIDS and the way the Movement is fighting the spread of the disease.

Constraints: The challenge for the Federation and the NSs is to promote their respective mandates and activities in a regional context where recurrent conflicts have traditionally given the ICRC a more prominent position towards the media which, in turn, shape public perceptions and opinions. More remains to be done, in particular through the media, not only to show the unity of the Movement, but also to explain its different identities and the division of responsibilities. Time and human resources are also lacking to develop strong, direct relations with local and regional Arab media outside Jordan.

Organizational Development •

Objective 1: OD support to follow up on the planning process leading to the development of cooperation agreement strategies (CAS) in Syria, Iraq and Yemen.

Achievements: Follow up consultations were made between the RD and the leaderships of the NSs of Iraq, Syria and Yemen. The strategic plan of the Yemen Red Crescent Society (2001-2005) was finalized and approved by the National Executive Board of the NS. An agreement was made to develop the CAS through subsequent efforts. A basic understanding was also reached with the leadership of the NSs of Iraq and Syria to encourage them to finalize their strategic plans and start to develop their cooperation agreement strategies.

Objective 3: Regional OD support to initiate/consolidate strategic planning processes involving the NSs of Jordan and Palestine.

Achievements: Jointly facilitated by the RD and the ICRC in Jordan (Amman), a four day national strategic planning seminar was conducted involving 25 staff/volunteers from the headquarters and the branches of the Jordan National Red Crescent Society. The seminar focused on analysis of the national society's structures and services as a basis for evolving its strategic plan (covering medium to long term perspectives) and in which the key priorities will be (re)formulated in line with the changing community needs and the strategic directions/core areas of the Federation's Strategy 2010.

To facilitate the evolution of the society's strategic plan, through a participatory approach, based on the inputs generated during the seminar and mobilizing additional ones from both within and outside the NS, a task force of five members was established with representatives from the headquarters and the branches. After a series of consultations with the relevant stakeholders at headquarters and branch levels, the task force produced a comprehensive draft which analyzes background and context, NS capacities, services and challenges (at headquarters and branch levels), rationale for and directions of the strategic plan, mission objectives and results, key priorities and tasks as well as cooperation and coordination

All the NSs are being supported in their effort to assess overall performance according to the benchmarks set by the Secretariat in relation to Strategy 2010 and the 'Characteristics of a well functioning NS'. To date, 13 NSs have filled out the self-assessment questionnaire distributed through the Evaluation department at the Secretariat. Although the authenticity and quality of the feedback often leaves a lot to be desired, the exercise provides additional impetus for the desire to help the NSs anchor the culture of critical performance review as part and parcel of their planning efforts.

Objective 5: Regional OD support to enhance human resource development in the region.

Achievements: In total, 28 potential delegates (5 female and 23 male) drawn from 13 NSs in the region participated in the third MENA regional basic training course in 2002. This is in response to the expressed wish of the NSs to develop their volunteers and staff (representing the human asset within the region) as a first step to integrate them within the wider network of the Movement.

Jointly facilitated by the Federation (RD/Geneva) and the ICRC in Jordan (Amman), the course was successfully conducted and most of the participants were recommended for possible missions in their different areas of competence.

The OD consultation with the national Board of Directors of the Syrian Arab Red Crescent was conducted in two rounds facilitated jointly by the RD and the ICRC in Damascus.

The first round of consultation with the newly (re)elected Board of Directors of the society focused on a review of the history of the Movement, the development process of the Society in the context of Strategy 2010 of the Federation and the 'Characteristics of a well functioning NS'.

As the existing leadership profile of the NS does not represent a fair balance (in terms of gender and age), the need for further efforts in this respect was identified as an area for improvement.

The second round of consultation focused on key OD challenges/strategic options the leadership face in their effort to enhance the efficiency of the NS. The key challenges identified in the course of the discussion include the following:

- lack of intermediate management capacity, as almost all the coordination/monitoring of all NS activities is done by one or two staff members at the headquarters without sufficient decision making delegated from the board (a disconnect between the policy level apparatus and the grassroots volunteer network at the branch level);
- problem of sustainability and inadequate institutional capacity to deliver effective services (the overall performance of the Syrian Arab Red Crescent was analyzed in relation to the emergency operation launched to assist the victims of the Zayzoun Dam collapse in 2002 in which considerable problems were encountered in terms of reporting and lack of media outreach to promote NS visibility).

The following action steps were agreed as an immediate outcome of the consultation:

- recruitment/employment of coordinators at the headquarters to deal with the coordination and monitoring of the key functions related to disaster management, health, etc.;
- delegation of a sufficient authority level in a manner that reflects a clear separation of roles between governance and management;
- needs and capacities assessment at branch level in order to develop a clearer direction and focus in the interest of better impact and sustainability;
- finalization and endorsement of the draft five year strategic plan of the NS as a basis for developing a cooperation agreement strategy;
- staff/volunteer skills upgrading with emphasis on project cycle management, with other training programmes to be based on a further training needs assessment; and
- evaluation of the lessons learnt in the emergency operation of the NS assisting the victims of the Zayzoun Dam collapse.

Constraints: A sustained leadership commitment is required to maintain a momentum that enables the NS to bring the OD initiatives to their conclusions. However, sustained commitment often tends to be an area that leaves a lot to be desired. Hence, the slow pace in the finalization of the strategic planning process in Syria, Yemen and Iraq. Although the strategic planning process started well in Iraq and Syria, keeping up the momentum, in both cases, posed a challenge as result of which the

draft plans still remain to be finalized and approved. This also determines the pace at which the CAS process can be launched as a logical next step. Issues related to elections (in Syria) and the lack of sustained communication between the NS and the Federation contributed to the delay in the process.

The ongoing conflict in Palestine, and the considerable involvement of the NS in the resulting humanitarian efforts, did not allow for 'space' to start up the strategic planning process which the NS wants to undertake. In addition, the 'capacity building/cooperation forum' planned to be facilitated involving the Gulf NSs had to be postponed due to competing priorities they had to deal with (including the coordination of assistance to their operations in Palestine).

Coordination and Management •

Objective 1: Facilitate and coordinate communication and support among the NSs and their partners within and outside the Movement.

Achievements: The RD facilitated the 3rd MENA Conference's follow up committee meeting in Amman with representatives from Algeria (representing the North Africa), Bahrain (representing the Gulf), and Iran (representing the Middle East) in attendance. The committee reviewed progress regarding the implementation of recommendations of the 3rd MENA Conference, approved its Terms of Reference which was then shared with the NSs of the region together with a sample format for monitoring of the progress of the implementation of the 3rd MENA Conference recommendations.

The RD participated in the second and third MENA consortium meetings which focused on exchange of information among the members. The meetings also reviewed progress pertaining to resource mobilization in relation to MENA appeals for 2002.

The head of the MENA department, together with the head of the regional delegation, undertook a mission to Finland, Norway and Sweden. The purpose was to discuss with NS colleagues and other collaborators the need to strengthen cooperation with the societies in the MENA region.

The head of the RD conducted visits to the NSs of Iraq, Iran, Israel, Lebanon, Libya, Palestine, Syria and Yemen for discussions with their leadership. The discussions addressed a wide range of operational and strategic issues of common concern. The visits also enabled the head of the RD to monitor progress of the Federation's work in the respective countries in relation to the performance objectives set for 2002.

Objective 4: Provide overall coordination support to the country delegations/Federation representations.

Achievements: Facilitated by the RD and attended by the MENA department and heads of delegations/and or Federation representatives, quarterly meetings were conducted to review progress of the preceding quarter and agree on major milestones for the following.

Financial management support was provided through the regional finance unit, to all delegations/Federation representations in the region. On site technical support missions were carried out in North Africa and Iran. Budget managers were trained in the basic techniques of financial management.

Two half-year programme updates on the Appeal 2002/2003 were produced and distributed to all concerned. A progress report was also produced and submitted to other users including the Department for International Development (DFID), the Executive Committee of the Arab Secretariat and the Asia Pacific Conference, the latter regarding the implementation of the *Hanoi Declaration*.

A trainee from the Swedish Red Cross worked with the RD for about six weeks and acquired experience as to how the Federation/Secretariat works in the field. The mission can be considered an important part of human resource development providing potential delegates with the opportunity to gain advance insight into challenges they might face in their future missions.

The RD facilitated a two-day performance development review (PDR) training to enable the new delegates in the region to understand and effectively use the system in the process of objective setting and performance evaluation. The end year evaluation for 2002 was also completed according to the PDR format.

The RD regularly participates in the orientation/integration courses organized by the ICRC for its field delegates and staff working in Europe and the Middle East. The Federation's part of the module is covered in a panel in which the Jordan National Red Crescent also participates to highlight the lead agency role the Federation plays in terms of NS capacity building.

The RD participates in inter agency meetings including UN and other relevant agencies to consolidate preparedness in view of the potential conflict in and around Iraq. This is based on the understanding reached confirming the lead agency role of the ICRC for the activities inside Iraq while the Federation will assume the lead agency role for humanitarian activities outside Iraq.

Conclusions

Considerable progress has been made in terms of NS capacity building pertaining to Strategy 2010 core areas and organizational development. As the new change strategy of the Secretariat puts a renewed focus on NS capacity building, the implementation of the strategy in the region calls for more efforts to consolidate the gains made to date in the area of comprehensive NS capacity building.

The overall achievement to date is based on awareness building (skills development/training of NS staff and service volunteers) pertaining to Strategy 2010 core areas and organizational development. The challenge remains to ensure the required level of commitment (political will) of NS leadership to transform the skills and capacities into a dynamic force of action that can make a difference in the lives and livelihoods of the most vulnerable.

A comprehensive evaluation would be required to examine the existing link between the capacity building support provided through the Secretariat and the improvement of the quality and quantity of NS services. This will help to ensure that the implementation of the new change strategy in the region is based on a sound process in which the net result of the capacity building support is strongly demonstrated in the positive impact NS services make in terms of improving the lives and livelihoods of the most vulnerable. To what extent the dominant strategy of the NSs is based on a culture of working with communities and other stakeholders (including NGOs and governmental organizations) also determines the degree of success the NSs want to achieve in the various areas of their engagement. The evaluation would further provide the basis for sharpening (redefining) the priorities, the basic structure, resource requirement (including human resources) and strategic positioning/repositioning of delegations required to enhance the relevance and effectiveness of the Federation's capacity building of NSs in the MENA region.

The effective implementation of the Secretariat's change strategy in the region requires a more sustainable mechanism of resourcing. Although inadequate funding support to the MENA appeals has remained a major limiting factor over the past few years, the improved situation in 2002 provides a basis for optimism owing to the concerted efforts made to exchange information through the MENA consortium and other channels. The fact that a number of NSs from the region have started to participate in the MENA consortium is a step in the right direction. However, there is still a long way to go to realize the full potential from within the region in a manner that can generate not only the

required level of financial self reliance of the Federation's capacity building support in the region but also increased capacity to contribute to the global humanitarian effort of the Movement in other parts of the world.

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>.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.54/2002 MENA regional

Period: year 2002

Project(s): P81160, 81164, 81301, 81503, 81901, 81902, 81905, SY160, YE161,

Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	2,526,662				
less					
Cash brought forward	308,927				
TOTAL ASSISTANCE SOUGHT	2,217,735				
<u>Contributions from Donors</u>					
Bahrain Red Crescent (DNBH)	1,000				1,000
British Red Cross (DNGB)	82,764				82,764
Danish Govt.via Danish Red Cross (DGNDK)	27,926				27,926
Danish Red Cross (DNDK)	3,919				3,919
DFID - British Government (DFID)	242,500				242,500
DFID 3- British Government (DFID03)	291,900				291,900
Donor - Disaster Relief Emergency Fu (DREF)	75,000				75,000
Finnish Red Cross (DNFI)	58,740				58,740
French Red Cross (DNFR)	33,530				33,530
Japanese Red Cross (DNJP)	45,138				45,138
Norwegian Red Cross (DNNO)	40,845				40,845
Saudi Arabian Red Crescent Society (DNSA)	9,988				9,988
Swedish Govt.via Swedish Red Cross (DGNSE)	268,735				268,735
Swedish Red Cross (DNSE)	39,204				39,204
United Arab Emirates Red Crescent (DNAE)	20,232				20,232
FINLAND				59,959	59,959
FRANCE				59,959	59,959
GREAT BRITAIN				59,959	59,959
NETHERLANDS				49,938	49,938
TOTAL	1,241,420			229,815	1,471,235

II - Balance of funds

OPENING	308,927
CASH INCOME Rcv'd	1,241,420
CASH EXPENDITURE	-1,155,002

CASH BALANCE	395,345

Appeal No & title: 01.54/2002 MENA regional

Period: year 2002

Project(s): P81160, 81164, 81301, 81503, 81901, 81902, 81905, SY160, YE161,

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		3,146			3,146	-3,146
Clothing & Textiles		888			888	-888
Food & Seeds		2,086			2,086	-2,086
Water & sanitation		2,487			2,487	-2,487
Medical & First Aid		1,516			1,516	-1,516
Teaching materials		509			509	-509
Utensils & Tools		1,587			1,587	-1,587
Other relief supplies		310			310	-310
Sub-Total		12,527			12,527	-12,527
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles						
Computers & Telecom equip.	22,450	10,882			10,882	11,568
Medical equipment						
Other capital expenditures	45,500	17,500			17,500	28,000
Sub-Total	67,950	28,382			28,382	39,568
<u>TRANSPORT & STORAGE</u>	83,960	29,556			29,556	54,404
Sub-Total	83,960	29,556			29,556	54,404
<u>PERSONNEL</u>						
Personnel (delegates)	615,350	354,880		229,815	584,695	30,655
Personnel (national staff)	384,959	144,191			144,191	240,768
Sub-Total	1,000,309	499,072		229,815	728,887	271,422
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	33,480	6,571			6,571	26,909
Travel & related expenses	101,500	105,937			105,937	-4,437
Information expenses	110,600	22,205			22,205	88,395
Admin./general expenses	285,930	136,696			136,696	149,234
External workshops & Seminars	565,000	80,835			80,835	484,165
Sub-Total	1,096,510	352,243			352,243	744,267
<u>PROGRAMME SUPPORT</u>						
Programme management	170,373	81,691			81,691	88,682
Technical services	51,001	24,459			24,459	26,542
Professional services	56,559	27,132			27,132	29,427
Sub-Total	277,933	133,281			133,281	144,652
Operational provisions		7,638			7,638	-7,638
Transfers to National Societies		92,303			92,303	-92,303
TOTAL BUDGET	2,526,662	1,155,002		229,815	1,384,817	1,141,845