

Appeal 2002-2003

 International Federation
of Red Cross and Red Crescent Societies

NORTH AFRICA REGION

(Appeal 01.60/2002)

Click on programme title or figures to go to the text or budget

| | 2002 | 2003 ¹ |
|-------------------------------|----------------|-------------------|
| | In CHF | In CHF |
| 1. Disaster Response | 0 | 0 |
| 2. Disaster Preparedness | 131,068 | 126,180 |
| 3. Health and Care | 221,980 | 500,000 |
| 4. Humanitarian Values | 54,888 | 50,000 |
| 5. Organizational Development | 176,629 | 165,506 |
| 6. Regional Cooperation | 0 | 0 |
| 7. Coordination & Management | 127,528 | 127,528 |
| Total | 712,023 | 969,214 |

Introduction

The sub-regional Federation office for North Africa, established in January 2000 and based in Tunis, covers the Red Crescent Societies of Morocco, Algeria, Tunisia, Libya and Egypt. Until this time, these five Societies were never covered by a Federation delegation. The office aims at strengthening the co-operation of the North African national societies with the Federation Secretariat, their sister societies, and among themselves. It promotes better information about the societies' needs and capacities as well as joint planning of programmes, and is the focal point for implementing the Federation's regional assistance strategy.

The five North African countries occupy an area of 7 million square kilometers with a total population of almost 130 million. The region is relatively disaster prone, and while the socio-economic conditions correspond to medium-level development according to UNDP standards, many people are still

¹ These are preliminary budget figures for 2003, and are subject to revision in the course of 2002.

vulnerable to various everyday emergencies. The national societies focus mainly on emergency first aid, disaster preparedness, and health and social services. Some have rather important roles in these fields, often accorded to them by their governments and serve significant parts of the territory through local structures.

The fact that these societies have until recently not been part of a Federation regional structure has meant that working level contacts have been minimal, basic information about them scarce, and that they have only marginally benefited from Federation capacity-building support, including training. This has started to change during the past two years, as North Africa-level consultations and training events have been organized by the Tunis office. These include a regional leadership course, a first aid workshop, a consultation meeting concerning HIV/AIDS, a good governance workshop, and a workshop on disaster preparedness and management planned for either the second half of 2001 or early 2002. In addition, work is in progress on organizational development and disaster preparedness in various societies of the sub-region. A pilot project using staff on loan from the region started in September 2001 in co-operation with the Secretariat disaster preparedness and health departments. The office has furthermore supported the monitoring and implementation of service programmes on behalf of a contributing national society.

The Federation office coordinates its activities closely with the ICRC delegation for Maghreb, which has been present in the region for more than a decade. Communication and co-operation is excellent, facilitated by the fact that the two components of the Movement are located in the same building in Tunis.

The programmes and events described above have been made possible thanks to contributions from a small number of contributing national societies, convinced of the importance of getting the North African societies "on board." However, the new Federation office has during its first two years of operations had constant difficulty in covering its core costs to the point that the continuation of the office has been questioned. It is therefore very important to broaden the donor base by increasing the number of national societies willing to contribute to this effort.

The North African societies have enthusiastically welcomed the Federation office. Its existence has clearly increased contacts among the societies and, in co-operation with the Federation Secretariat, created a new dynamic that has helped the societies see how they can best benefit from training and other capacity-building inputs. It is therefore extremely important to keep up this momentum and ensure the continuation of this support. The office also welcomes contributing national society representatives for shorter or longer periods, and hopes to contribute toward the creation of new partnerships and renewing old ones.

National context

The five North African countries have several common features that contribute toward their distinct identity. They all speak Arabic. Islam is the prevalent religion. And they have close ties to Europe, the Middle East and the rest of Africa. Due to their colonial past, Algeria, Morocco and Tunisia speak French, whereas Libya and Egypt use English as a second language. About half of the population lives Egypt (60 million), followed by Algeria (30 million), Morocco (26 million), Tunisia (9 million), and Libya (5 million).

With regard to the socio-economic situation, the countries rank between 64 to 125 (medium) on the UNDP human development index (HDI), which measures overall progress of a country along three dimensions of human development: health, knowledge and a decent standard of living. Algeria, Tunisia and Libya seem to be in a somewhat better position than Egypt and Morocco, which also reflected in the data on GDP per capita as well as in female literacy rates. According to *The State of the World's Children* (UNICEF 1999), the mortality rates per 1,000 live births in children under five years of age

are also significantly higher in Egypt (73) and Morocco (72) than in Algeria (39), Tunisia (33) and Libya (25). The maternal mortality rates between 1990 and 1995 per 100,000, were relatively high in Morocco (230), Algeria (220) and Egypt (170) compared to Libya (75) and Tunisia (70). It should also be noted that the situation in Algeria has probably further deteriorated due to the violence of recent years, while the economic development in Tunisia has been very encouraging, showing an annual growth rate of around 6%.

Regarding natural disasters, North Africa has a history of earthquakes, floods and droughts. The region is furthermore affected by disasters related to war and internal conflict, technical disasters, fires and road accidents, and to a varying degree, a decline of socio-economic conditions and health-related hazards at the community level. The most destructive natural disasters in the nineties were the earthquake of 1994 in Algeria and the floods of 1994 and 1995 in Egypt and Morocco. Earthquakes will continue to be a threat as the North African countries are located on a fault line, and the alteration of droughts and floods seems to be part of a climactic pattern. A considerable section of the population in parts of North Africa are also vulnerable to local health hazards.

On the political front, the concept of a North African union has been revived, and it is often cited in connection with more and more frequent visits of heads of states. However, in comparison with the rather positive outlook only two years ago, the political situation in North Africa has shifted toward somewhat less stability and confidence. Algeria, which after years of violence and internal disturbance had a short period of relative calm, seems to have plunged into another period of internal disturbances. The first expectations of change in Morocco, linked to the new king known for his sympathy toward the poor, also seem to have faded somewhat, and the question of the Western Sahara has no solution yet. Tunisia continues to be politically stable and economically strong, and the re-establishment of air traffic with Libya has contributed toward easier contacts and more normal relations with its neighbors, even if communications continue to be difficult.

National Society priorities

The main priorities of the societies in North Africa include organizational development, in particular development of human and financial resources and branch structures, as well as strengthening of their disaster preparedness capacity. The societies also want to expand their health and social services, including emergency first aid and prevention of HIV/AIDS, and to give increased attention to women, youth and the dissemination of principles and values. All societies give a high priority to expanding international cooperation, as well as:

- The Algerian Red Crescent would like to strengthen its regional structures through the training of staff and volunteers and through upgrading emergency stocks in the regions. The society also wants to expand and diversify its occupational training programme for women victims of violence.
- The Egyptian Red Crescent defines strengthening of its capacity in disaster preparedness and relief as its first priority, followed by training its volunteers and staff, and training the public in first aid.
- The Libyan Red Crescent aims at the qualitative and quantitative expansion of its health care services. It also wants to focus on capacity building by promotion of volunteering, organizational and resource development, and strengthening its disaster preparedness capacity.
- The Moroccan Red Crescent wishes to train its staff and volunteers and to develop its financial resources. It also wants to expand its health care and medical centres, strengthen its occupational training as well as provide child welfare, support for working mothers and assistance to the elderly.
- The Tunisian Red Crescent has defined as its first priority the strengthening of its regional branch structure by providing office facilities and by training committee members. It also wants to pay special attention to youth and the role of women, as well as strengthen its capacity in disaster preparedness.

Priority programmes for Federation assistance

According to the regional assistance strategy, the Federation will assist national societies in North Africa to build their capacities in an integrated way, focusing on two main areas: organizational development and disaster preparedness. The latter will be closely linked with health activities, in particular HIV/AIDS prevention.

- Disaster response - The Federation does not currently have disaster relief programmes in North Africa. However, it is prepared to assist the national societies in responding to disasters whenever outside assistance is required. Disaster management will be included in the disaster preparedness programme.
- Disaster preparedness - The Federation will assist North African societies in developing a sub-regional integrated disaster preparedness programme aimed at adapting current disaster preparedness strategies to the challenges of the future. In particular, and in line with Strategy 2010, the focus on logistics and relief response will be complemented by a strategy addressing smaller disasters in which local Red Crescent structures and capacities can be used. Results and recommendations from the Federation study on risks, vulnerabilities and capacities in the region, carried out in 1995 and 1996, will be taken into account.
- Health and care - The North African societies are traditionally involved in curative health services (clinics, emergency first aid) rather than preventive action. Community-based preventive health activities are rather rare. In line with Strategy 2010, the Federation will support preventive HIV/AIDS activities as well as community-based first aid integrated with disaster preparedness. This will include strengthening the societies' capacities to address community health problems through their volunteer network in close coordination with authorities and other health partners. Support for vocational training for women victims of violence will continue.
- Humanitarian values - While North African national societies have long benefited from training in international humanitarian law provided by the ICRC, there is a need to complement this by an approach that focuses on local behavior changes through advocacy. For 2002, a pilot project is proposed in the area of HIV/AIDS in the form of television spots, and a youth meeting is being planned for 2003.
- Organisational development - In line with Strategy 2010 and according to the regional assistance strategy, supporting North African societies to build their capacities is one of the Federation's priorities. This support consists of the collection of basic data on the societies and their role in their countries, assisting them in carrying out self-assessments of their capacities and needs, following up on these assessments, and helping them to produce strategic plans. Related training will be organized in areas such as governance and management, human and financial resource development, and local capacity building. Regional leadership training will also continue. The MENA gender network will be supported through technical assistance and training in close cooperation with the Secretariat gender focal point and the Amman regional delegation.
- Coordination and management - The office in Tunis consist of one expatriate delegate, the Federation representative, and one and a half local staff. It coordinates and manages the above sub-regional programmes, enabling the national societies to benefit from training, technical assistance and other capacity-building activities of the Federation. It coordinates its activities with the Amman regional delegation and the ICRC regional delegation for Maghreb.

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1. Disaster response

At this time, there are no ongoing disaster operations in North Africa that would require outside assistance. Should this change, the Federation office in Tunis is prepared to respond in close cooperation with the Secretariat's disaster response and management unit and the regional delegation in Amman.

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2. Disaster preparedness

Background and achievements/lessons to date

The North Africa region - Morocco, Algeria, Tunisia, Libya and Egypt - is vulnerable to various types of natural and man-made disasters. In the past decade, the region has experienced earthquakes in Egypt (1992) and Algeria (1994) and floods in Egypt (1994) and Morocco (1995). In addition, there is a risk of health disasters, technical disasters and mass accidents such as fires, road accidents, disasters related to violence, especially in Algeria, and declining socio-economic conditions.

While all national societies have disaster preparedness programmes, these need updating and strengthening in order for societies to play a relevant role in disaster response in their countries. This was clearly established by an initial study of risks, vulnerabilities and capacities conducted by the Federation in 1995 and 1996. There is also a need to define more clearly the role of the Red Crescent in relation to public authorities, particularly civil defense, and to strengthen the capacities of local branches in disaster preparedness in line with Strategy 2010.

The North Africa disaster preparedness programme was part of Appeal 2000-2001. Due to lack of funding and availability of delegates, the first steps were only taken in December 2000 when a planning mission was carried out in Egypt. The Egyptian Red Crescent Society (ERCS) then agreed to pursue the vulnerability and capacity assessment (VCA) approach by piloting it in one community in the Upper Nile area where the society is already working with community development. A one-day workshop was foreseen with the community selected was conducted prior to implementing the VCA pilot to enable it to become a part of and own the process. Furthermore, it was planned to extend first aid training to include issues in public and environmental health, water, sanitation and shelter. Concurrently with the VCA pilot process, a guidebook to support this programme was to be developed. The implementation of these plans was moved to the second half of 2001, when a disaster preparedness officer was recruited by the Amman regional delegation and funding for disaster preparedness in North Africa also became available from the Finnish and the Swedish Red Cross.

A second positive development was the agreement by the Libyan society to provide a staff on loan to the Tunis office to work during September-November 2001 with the North African societies on developing an integrated disaster preparedness, health and HIV/AIDS awareness approach that included the use of the VCA tool.

Goal The North Africa regional disaster preparedness programme, mainly composed of country-specific programmes, will enhance the capacity and co-ordination among the national societies for coping with disasters on regional, national and local levels. It will strengthen the role of the societies as auxiliaries to public authorities in disaster response, and ensure an integrated approach with their health and first aid activities on a local level.

Objectives and activities

Objective 1 To adapt existing disaster preparedness strategies of national societies through an integrated approach, focusing on local vulnerabilities per Strategy 2010.

The activities planned to achieve this objective are:

- Undertake surveys in each of the countries to assess and identify high-risk areas where disasters are most likely to occur and the populations that are vulnerable to them.
- Perform a VCA in each society.

- Establish a national disaster preparedness task force in each society to ensure appropriate national co-ordination of the programme and links with the regional component.

Objective 2 To strengthen each national society's capacity to cope effectively with small, local disasters as well as with large, national disasters, and to clarify their role in their country's overall preparedness plan.

The activities planned to achieve this objective are:

- Assess existing operational capacities of national societies and their ability to cope with established disaster patterns and future trends.
- Identify the role of national societies, governments, the UN and other organizations in disaster preparedness.
- Organize training in disaster management for national society staff and volunteers at headquarters and branch levels, especially in high risk areas, and produce training materials.
- Upgrade disaster preparedness stock and equipment as needed.

Objective 3 To improve regional cooperation and coordination among the national societies in the field of disaster preparedness and response.

The activities planned to achieve this objective are:

- Hold a regional consultation meeting among the national societies to discuss capacity requirements for a regional co-operation programme.
- Prepare a plan of action and set up a regional monitoring committee.

Expected results

By the end of 2002, national societies will have acquired better information for priority setting and planning. Disaster preparedness strategies will have been revised and updated by the end of 2003. Relevant staff and volunteers at headquarters and branches will have learned to perform vulnerability and capacity assessments by the end 2002.

National societies will have defined their role in disaster preparedness vis-à-vis their authorities and other organizations by the end of 2003 and integrated their disaster preparedness programmes with health and first aid activities by the end of 2002. Their capacity will have been upgraded at all levels of the organization to enable them to provide better service to the victims of small and large disasters by the end of 2003.

National societies will have established networks among personnel involved in disaster preparedness and organized and pre-planned cooperation in terms of disaster response when required by the end of 2003.

Indicators

- Country surveys and VCA carried out in each country, national disaster preparedness task forces in place, and disaster preparedness strategies revised and updated.
- Agreements with authorities regarding national societies' role in disaster preparedness exist. Training courses at headquarters, provincial, and local levels implemented. Staff and volunteers of high-risk areas trained. Frequency of interventions by national societies in disaster situations increased, disaster preparedness stock and equipment upgraded.
- Regular communication established between national society personnel responsible for disaster preparedness. Cooperation plans in place.

Critical assumptions

- North African national societies are prepared to seek Federation support to build their capacities in disaster preparedness and response in line with Strategy 2010.
- The Federation is able to mobilize adequate human and financial resources from national societies, including societies from the region.
- The Federation is able to mobilize adequate resources to ensure programme monitoring by its office in Tunis.

Monitoring and evaluation arrangements

The Federation office for North Africa will monitor the programme in close co-operation with the Amman regional delegation. A mid-term evaluation will be carried out at the end of the first year, and a second one at the end of the two-year period. All parties to the project should be involved: the respective national societies, the Federation Secretariat and national societies supporting the project.

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3. Health and care in the community

Background and achievements/lessons to date

In line with Strategy 2010, the Federation will support preventive HIV/AIDS activities and community-based first aid integrated with disaster preparedness. This will include strengthening the societies' capacity to address community health problems through its volunteer network in close coordination with authorities and other health partners. Support to vocational training for women victims of violence will continue.

The North African societies are traditionally involved in curative health services (clinics, emergency first aid) rather than preventive action. Community-based preventive health activities are rather rare. Appeal 2000-2001 included activities aimed at introducing the concept of community-based health through the African Red Cross and Red Crescent Health Initiative (ARCHI). To this effect, one sub-regional workshop was organized with funds from the Netherlands Red Cross for those responsible for first aid services in July 2000 in Tunis, but lack of further funding did not allow for follow-up. Having participated in the Pan African Conference in Ouagadougou in September 2000, the societies agreed that even if the problem is currently not very serious in North Africa, they should embark on preventive activities regarding HIV/AIDS and youth. After the Arabic and cultural adaptation of the Federation's youth instructor manual on HIV/AIDS and sexually transmitted diseases was translated, a sub-regional consultation meeting was held in Tunis in June 2001 in order to explore possibilities of common action. This was tracked by the Tunis office September-November 2001 during planning visits performed by a staff on loan from the Libyan society to each North African society.

The ICRC regional delegation for Maghreb, as part of its conflict preparedness, supports the first aid activities of North African societies, in particular the Algerian Red Crescent. It has been agreed that Federation experience and expertise should be incorporated into this activity.

The Algerian society's vocational training centers targeting women victims of violence have been supported through a grant from the Netherlands Red Cross. This has allowed the setting up and upgrading of two such centers, one in Algiers and one in Blida. This important activity, which provides destitute women with the possibility to learn skills that allow them to support themselves, will be continued. The Algerian society is proposing to expand this activity and diversify the content of the programme. The ICRC has also supported this activity.

Goal(s) To develop the health and social services of national societies in North Africa in line with Strategy 2010, focusing on health and care in the community and preventive aspects of health care in order to enable the societies to strengthen their activities on the local level. To support and develop national society social welfare activities, particularly those in favor of disadvantaged women.

Objectives and activities

Objective 1 To encourage and support national societies to work at the community level in an integrated way, helping them to train volunteers in first aid, health education and disaster preparedness and response, with an aim to improve knowledge of common health threats in local communities and ways to cope with them.

The activities planned to achieve this objective are:

- Assisting North African national societies in developing their first aid programmes to include work at the community level (production of clean water, environmental sanitation), and revising their training programmes to be integrated with disaster preparedness and branch development projects.

- Organizing workshops and planning meetings to harmonize training approaches and to exchange experiences.
- Helping to set up networks among national society staff and volunteers.
- Coordinating with the ICRC in countries where it supports programmes of conflict preparedness and response, particularly in Algeria and Morocco.

Objective 2 To contribute toward prevention of and stemming the spread of HIV/AIDS in North Africa, which still has one of the lowest adult prevalence rates, by involving national societies in implementation.

The activities planned to achieve this objective are:

- To encourage and support national societies in starting pilot projects on the prevention of HIV/AIDS with young people, using the new Arabic translation of the Federation training manual.
- To support national societies in launching pilot youth peer educator projects.

Objective 3 To support national society programmes in favor of disadvantaged women by monitoring implementation on behalf of contributing national societies.

The activities planned to achieve this objective are:

- Supporting the Algerian Red Crescent in upgrading and expanding its work centers for disadvantaged women and women victims of violence. These centers provide training in embroidery, sewing and other skills to women who need to earn a living due to loss of family members or because they have been rejected by their communities. The ARCS proposes to introduce new forms of training, such as computer skills and traditional pottery.
- Coordinating with the ICRC, which also supports this activity and will continue to do so with a special focus on the psychological support element.

Expected results

- North African national societies will have started to develop local health activities. (Two pilots by the end of 2002.) Health staff and professionals will have established regular contacts at the programme level and will be working to harmonize their approaches where relevant by the end of 2002.
- Societies will have developed a more clear picture of the HIV/AIDS situation in their countries and defined their own role together with respective authorities by the end of 2002. Societies will have started to use the new Arabic translation of the Federation training manual on HIV/AIDS by the end of 2002. All societies will have started a pilot youth peer educator project by the end of 2003.
- The Algerian society will have expanded and diversified occupational training centers for women, three by the end of 2002 and two by the end of 2003.

Indicators

- Revision of first aid training to include activities on a local level will have started. Networks will exist in first-aid, HIV/AIDS and social services.
- All Red Crescent societies will be members of national AIDS commissions. National societies will be producing their own versions of the HIV/AIDS manual. Pilot youth projects will be ongoing.
- Three new working centers will have been established in 2002 and two more in 2003.

Critical assumptions

- North African national societies are prepared to seek Federation support and expertise to develop their health and social welfare programmes.
- Societies are committed to drive the change processes and embark on new programmes, such as community-based health and HIV/AIDS.

- The Federation is able to mobilize adequate commitment and resources.
- The Federation is able to mobilize adequate resources to ensure programme monitoring by its office in Tunis.
- The Secretariat health department and Amman regional delegation has the capacity to assist in programme activities.

Monitoring and evaluation arrangements

The Federation sub-regional office in Tunis, assisted by consultants or delegates from the Amman regional delegation, will maintain close contacts and monitor each project with respective national societies.

Each project will be evaluated against its plan of action and objectives. Evaluation teams will consist of respective national societies, contributing national societies, Federation representatives and, in particular for pilot projects, external experts.

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4. Humanitarian values

Background and achievements/lessons to date

While North African national societies have long benefited from training in international humanitarian law provided by the ICRC regional delegation for Maghreb, there is a need to complement this with an approach focusing on local-level behavior changes through advocacy. A number of projects were proposed for Appeal 2000-2001, but no response was received. At this time, the Tunis office of the Federation has existed for about a year and a half, allowing for a better understanding of the situation in North Africa. The projects previously presented have been revised, some postponed, and a new one included. To link advocacy with the health/youth activity on HIV/AIDS, the sub-regional delegation proposes a television spot contest that includes culturally-appropriate messages on HIV/AIDS, and for 2003, a youth meeting to attract young people to the Red Crescent.

In North Africa, a number of associations working with HIV/AIDS issues are trying to carry out advocacy and prevention but are facing great difficulties. Success or failure depends largely on the language used in treating this theme, the way the prevention activities are presented, as well as on the pictures, the photographs or other visual items used in the advocacy campaign. While Western society may have been able to use the international material by simply translating or subtitling them, Arab society, and North Africa in particular, has not been able to broadcast these messages which are judged as being obscene or daring with regard to a Muslim culture and an Arabian tradition. The project seeks to find ways to express the risk, the mutual understanding of the couple, the use of preventive means, the social situation, the origins and the causes of the disease, without offending Arab-Muslim culture and tradition.

Many young people in North Africa are increasingly drawn to other activities than the Red Crescent, such as clubs, cultural or sport associations, and NGOs committed to social change. There is a risk that societies are losing potential members to other organizations, which appear to provide more attractive choices for involvement and activities. As young people are moving away from the Red Crescent, the programs are negatively affected and suffer from a lack of creativity, which then becomes another reason for the young people not to be interested in Red Crescent volunteerism. There is therefore a need to find creative solutions in order to attract a more diverse youth membership, which would be able to advocate and promote the humanitarian values of the Movement in the context of today's young lives.

Goal(s) To reduce the risk of an HIV/AIDS epidemic in North Africa by addressing youth through public media. To make Red Crescent volunteerism an attractive place of action, creativity, spontaneity, and a place in which all young people can recognize themselves.

Objectives and activities

Objective 1 To facilitate debate about HIV/AIDS in the North African socio-cultural context.

To achieve this objective a video productions context will be organized inviting youth and adults to participate.

Objective 2 To contribute to behavioural changes by using culturally-sensitive messages about abstinence, fidelity and methods of prevention.

The following activities are planned to achieve this objective:

- To spread information about safe sexual behaviour and preventive methods through films and videos, respecting the Arab-Muslim context. These will be produced with a focus on effectiveness.
- To organise an event for the screening of the best productions on World AIDS Day.

Objective 3 To promote the spirit of world-wide volunteerism by providing exposure to international youth activities and an opportunity to meet with volunteers from other national societies and NGOs from other continents.

The following activities are planned to achieve this objective:

- Organisation of an international volunteer encounter in one of the five countries in the North Africa sub-region that would allow young volunteers from different countries to share experiences in achieving solutions to community problems. The participants will attend seminars, training sessions and music concerts.
- Participants will build a network of information about the exchange of experiences. Groups will be formed to mobilize sensitivity toward the prevention of and struggle against HIV/AIDS.

Expected results

- To obtain effective videos likely to be used in prevention campaigns and to bridge the problem of socio-cultural adaptability in the prevention message by the end of 2002.
- Attain an audience of some 1,500 persons during screening sessions and nearly 100,000 in each of the five countries of North Africa during a special evening organized by one of the local television channels by the end of 2002.
- By the end of 2003, North African Red Crescent youth volunteers will discover new aspects of the adherence to the Red Crescent and be convinced that their action is universally adopted, sought-after and appreciated.

Indicators

- More open discussion concerning HIV/AIDS in public media. Increase in the use of preventive methods. A greater amount of information circulating on HIV/AIDS and methods for its prevention.
- North African volunteers will be more informed about the developments in the international domain of volunteerism, will stay longer as active volunteers, and will be interested in the development of their own national society.

Critical assumptions

The Federation office in Tunis will be able to find implementing partners among national societies and local/regional associations working with HIV/AIDS. The project will find a sponsor to ensure funding. A competent contest commissioner and jury will be identified to co-ordinate the selection and schedule the screening sessions for the television spot competition. Co-operation of the television channels in all five countries will be secured.

The national societies of the region will commit themselves to this programme. The societies will co-operate with the Tunis regional office and use its services. The Federation Secretariat will be able to provide support. Other NGOs will participate in the international meeting to be held.

Monitoring and evaluation

The television-spot contest and the World AIDS Day event will be implemented by the Federation office of Tunis in partnership with national societies and regional AIDS organizations. The impact of the events will be evaluated by the health and information departments of the Secretariat in Geneva.

Implementation and monitoring by a North African national society supported by the Tunis office. Evaluation by host national societies, national societies supporting the project, eventual partner NGOs together with Secretariat departments responsible for advocacy.

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5. Organizational development

Background and achievements/lessons to date

In line with Strategy 2010 and according to the regional assistance strategy for North Africa, supporting national societies to build their capacities is one of Federation's priorities. This support consists of a collection of basic data on the societies and their role in their countries, assisting them in carrying out self-assessments of their capacities and needs, following up on these assessments and helping them to produce strategic plans. Related training will be provided in areas such as governance and management, human and financial resources development, and local capacity building. Regional leadership training will also be continued. As a new element, the MENA gender network will be supported through technical assistance and training in close cooperation with the Secretariat gender focal point and the Amman regional delegation. The organizational development programme will also be fully integrated with other Federation support, namely disaster preparedness and health.

The main functions of the North African national societies are emergency first aid, disaster preparedness, and health and social services. The respective authorities have assigned certain responsibilities to the societies in these fields. However, the societies recognize that in order to perform adequately in these areas, they need to strengthen their organizations and develop their human and financial resource base. They have welcomed support from the Federation Secretariat in upgrading capacity, particularly through technical support and training.

The organizational development programme was included in Appeal 2000-2001. Initial funding was received from the Federation capacity building fund in November 2000 and from the Finnish Red Cross in April 2001. The long-term perspective (two to three years) of this support is an important factor in creating proper conditions for developing the programme, which requires both time and cultural adaptation in the context of the North African tradition.

The organizational development programme was seen as one of the main activities of the new Federation office in Tunis. Since the beginning, contacts and confidence building were high on the agenda. Data on the societies were gathered during visits and meetings, and a socio-economic data base is being set up. Assistance has been provided to societies in responding to self-assessment questionnaires (Morocco and Tunisia) and in conducting self-assessment workshops (Tunisia July 2001, Morocco planned). A sub-regional leadership course was organized with the ICRC Maghreb delegation in February 2001. The MENA working group on gender issues was assisted in preparing for the Teheran conference, as was the Tunisian Red Crescent in conducting its women's conference in August 2001.

A lesson learned and confirmed is that national society capacity building requires time and cultural sensitivity, and that commitment can only be obtained when society leadership feels comfortable with the process and feels fully in control. This is when experience from outside and organizational development tools can be helpful. Another lesson is that the North African societies eagerly want and clearly need training for all levels of their staff and volunteers. This message was strongly communicated during the sub-regional leadership course; the feedback continues to focus on a request for more training both for leaders and for regional committees. This will be taken into account in the implementation of the organizational development programme in 2002.

Goal(s) The organizational development programme aims at building the capacities of the North African national societies in line with the Strategy 2010 in order to achieve the characteristics of a well-functioning society by developing their organizational structures and by strengthening their human and financial resources, taking into account the gender perspective. This will enable the societies to act

more effectively as auxiliaries to their public authorities and to better identify and address the needs of vulnerable people. It will also improve the sustainability of their service programmes by decreasing dependency on external resources.

Objectives and activities

Objective 1 To assist each national society in producing goals, strategies and action plans for service programmes and its organizational development based on a self-assessment of its capacities and needs.

The activities planned to achieve this objective are:

- Perform self-assessments of capacity needs in societies that did not perform one in 2001. These will be done using Federation self-assessment questionnaires and other tools, involving a cross-section of national societies: headquarters and branches, governance and management, staff and volunteers, men and women, youth and adults.
- Follow up on self-assessments of all societies with planning meetings, technical advice and training where needed.

Objective 2 To help national societies acquire a solid financial base for activities by assisting with establishing a financial resources development programme.

The activities planned to achieve this objective are:

- Conduct a regional workshop on financial resource development for the purpose of introducing the concept and tools and mapping funding needs and practices in each national society.
- Customize pilot projects in two national societies based on an analysis of needs and local opportunities and monitored closely by a technical expert.

Objective 3 To support national societies in developing future leadership by organizing training for new leaders on the sub-regional level together with the ICRC.

The activities planned to achieve this objective are:

- Conduct leadership training for North African societies in close collaboration with the ICRC. Adapt regional version of courses, targeted for new national society leaders, and give an overview of Movement strategies and priorities. Conduct in French and Arabic.
- Conduct a similar course for Anglophone societies with the Amman regional delegation.

Objective 4 To help national societies build capacities at the branch level by strengthening branch infrastructure and training volunteers and staff.

The activities planned to achieve this objective are to assist national societies in producing training modules for regional committees to motivate and train volunteers at the branch level on Strategy 2010, key policies, and tools in order to strengthen branch performance. This activity will be done in co-operation with the ICRC.

Objective 5 To promote awareness of and implementation of Federation gender policy in the MENA region by supporting the gender network and by organizing training.

The activities planned to achieve this objective are:

- Support the gender network in planning and organizing the work through technical advice.
- Organize training for MENA society gender focal points with the Secretariat.

Expected results

- All five societies will have performed self assessments by the end of 2002. Strategic plans and plans of action will be revised or produced in three societies by the end of 2002 and two more by the end of 2003. There will be an increase in understanding and implementation of Strategy 2010.

- Increased awareness of the role of financial resource development will be apparent in societies' overall strategies. Funding needs will be mapped, and two pilot projects will be identified by the end of 2002. More diversified methods of fund-raising will be used. A financial resource base will begin to diversify and expand by the end of 2003.
- New leaders will have an increased understanding of the Movement and their role in it as well as their role in governing and managing their own societies. New methods for volunteer and staff management will have been introduced by the end of 2002 or by 2003.
- Training modules will be produced with national societies and ICRC, and training will have started in two societies by the end of 2002 and three more by the end of 2003. Increased understanding of the Movement will be achieved by local volunteers, including the use of programme planning tools (VCA). Better services will be provided by the branches to vulnerable groups.
- Gender focal points for all MENA national societies will be appointed by the end of 2002. Awareness training and meeting of focal points will be organized by early 2002. Better understanding and application of gender concepts in programmes and structures will be apparent in national societies, taking into account the capacities and needs of both men and women.

Indicators

- All self-assessments will have been completed, strategic plans and plans of action will have been revised or produced in three societies.
- A sub-regional meeting will have been organized, funding needs mapped, and two pilot projects identified. National societies started pilot projects and set up a structure in charge of resource development. A financial resource base will have diversified and expanded, and the number of local sources of income increased. New initiatives will have begun.
- Sub-regional training courses will have been organized in North Africa and Middle East. On average three new leaders per society will have been trained. Quality of participants will have corresponded to selection criteria.
- Training modules will have been produced. Training will have started in two societies. Use of programme planning materials and tools (VCA and others) will have been used in programme planning and service delivery. More requests and feedback from branches and increased communication with headquarters will have occurred.
- Gender focal points for all MENA national societies will have been appointed. Awareness training and meeting of focal points will have been organized. Network will have been functioning, experiences exchanged.

Critical assumptions

- North African national societies are prepared to seek Federation support to build their capacities in terms of developing their organization and their human and financial resources.
- National societies are committed to driving the change process.
- The Federation is able to mobilize adequate commitment and resources from contributing national societies toward the programme.
- The Federation is able to mobilize adequate resources to ensure programme monitoring by its sub-regional office in Tunis.
- The Secretariat organizational development department and the Amman regional delegation have the capacity to assist in programme activities.

Monitoring and evaluation arrangements

The Federation representative for North Africa will co-ordinate the project in close co-operation with the national societies of the region, the Secretariat organizational development department, the Amman

regional delegation and relevant contributing national societies. The societies of the region will have a key role in implementation. A high degree of involvement of the societies' leadership, volunteers and staff at all levels is foreseen.

Regional and local resource persons and institutions will be identified to participate in research and training.

All parties to the project should be involved in evaluation: the respective national societies, the Federation Secretariat, and donors supporting the project.

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6. Regional cooperation

The activities that would normally be listed under this heading can be found under other programme titles. This is due to the nature of these programmes, which all have a strong regional component.

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7. Coordination and management

Background and achievements/lessons to date

Until this time, the five national societies in the sub-region were never assisted by a Federation delegation. The office aims at strengthening the co-operation of the North African national societies with the Federation Secretariat, with their sister societies and among themselves. The sub-regional office promotes information about the societies' needs and capacities as well as joint planning of programmes, and is the focal point for implementing the Federation's regional assistance strategy. The office in Tunis currently consists of one expatriate delegate, the Federation representative, and is assisted by one and a half local staff.

The fact that these societies have until recently not been part of a Federation regional structure has meant that working level contacts have been minimal, basic information about them scarce, and that they have only marginally benefited from capacity-building support, including training. This has started to change during the past two years, as North Africa consultations and training events have been organized by the Tunis office. These include a regional leadership course, a first-aid workshop, a consultation meeting concerning HIV/AIDS as well as a good governance workshop and a workshop on disaster preparedness and management, which is planned for the second half of 2001 or early 2002. In addition, work is in progress on organizational development and disaster preparedness in various societies of the sub-region. A pilot project using staff on loan from the region is being carried out during the second half of 2001 together with Secretariat disaster preparedness and health departments. The office has furthermore supported the monitoring and implementation of service programmes on behalf of a contributing national society.

The Federation office coordinates its activities closely with the ICRC delegation for Maghreb, which has been present in the region for more than a decade. Communication and co-operation is excellent, facilitated by the fact that the two components of the Movement are located in the same building in Tunis.

It is extremely important to maintain momentum and to ensure the continuation of support. The new Federation office has during its first two years of operation had constant difficulty in covering its core costs, to the point that the continuation of the office has been questioned. It is therefore very important to broaden its donor base by increasing the number of national societies willing to contribute to this effort.

Goal The Federation sub-regional office for North Africa aims at strengthening the cooperation of the five national societies with the Federation Secretariat, with their sister societies and among themselves. It coordinates and manages Federation sub-regional programmes, enabling the national societies to benefit from training, technical assistance and other capacity-building measures of the Federation. It coordinates its activities with the Amman regional delegation and the ICRC regional delegation for Maghreb.

Objectives and activities

Objective 1 To serve as a contact point between the North Africa national societies and the Federation Secretariat in Geneva.

The activities planned to achieve this objective are:

- Perform working visits to each national society to get familiar with activities and understand capacities and needs.

- Facilitate information flow between Geneva and the societies.
- Conduct disaster assessments and appeals as required.

Objective 2 To function as support infrastructure for implementation of a Federation regional assistance strategy in North Africa.

The activities planned to achieve this objective are:

- Conduct joint planning with national societies to revise and update the regional strategy, the first version of which was produced in 1999 without the participation of the societies concerned.
- Establish a data base on national societies and countries as part of the organizational development programme.
- Identify societies to pilot regional programmes; include human resources and the identification of partners.
- Establish a register of local and regional resource persons, consultants and institutes in the following fields: institutional development, resource development, communications, disaster preparedness and health.

Objective 3 To facilitate an exchange of experiences and co-operation among national societies in the region.

The activities planned to achieve this objective are:

- Organize consultations and workshops for technical personnel, volunteers and staff.
- Promote regional cooperation between leaders by organizing consultations on key topics such as Strategy 2010, follow-up to statutory meetings and regional conferences.
- Manage MENA web site from the Tunis office, and encourage national societies to get connected to the web and to share information.

Objective 4 To promote contacts and partnerships with sister societies in other regions.

The activities planned to achieve this objective are:

- Promote national society priorities with contributing national societies and other donors, explaining capacities and needs. Support national society representatives in identification of areas for partnership by participation in assessments, monitoring and reporting as required.
- Make available office space and other working facilities for national society representatives at the Tunis office.
- Assist national societies in project identification and formulation by providing technical advice and training.

Objective 5 To represent the Federation externally with international and national organizations and authorities as well as the with ICRC.

The activities planned to achieve this objective are:

- Obtain a status agreement for the Federation in Tunisia through contacts with the ministry of foreign affairs and the Tunisian Red Crescent.
- Build contacts with the ministries of health and other relevant authorities during visits to national societies.
- Keep regular contacts with UN and other international agencies, in particular WHO, UNDP, UNICEF and EU, and identify areas for co-operation.
- Co-operate closely with ICRC, identifying areas of joint or complementary action, such as training for national society leaders as well as support to society programmes in principles and values and first aid.

Expected results

- Knowledge of the needs and capacities of the North African national societies will have improved at the Federation Secretariat, resulting in better service delivery to the societies in the region. Communication and co-operation between the societies and Secretariat will have increased. Response to international initiatives and questionnaires will have improved.
- Basic data on five North African national societies and countries will have been available and used for planning within societies and at the Secretariat by mid-2002. Regional programmes will have started in all five societies by the end of 2003. Partners will have been identified and funding secured by early 2002. Better cultural adaptability and local know-how will have been ensured through use of locally and regionally recruited staff by the end of 2002. National societies will have achieved a better sense of ownership concerning regional and country assistance strategies by 2002.
- Societies will have participated in the formulation of joint priorities and objectives by the end of 2002. Volunteers and staff will have developed a stronger regional identity and willingness to exchange experiences and learn from each other. Networks will have been formed in different fields of activity by the end of 2003.
- Donors will have received more practical assistance from the Federation Secretariat regarding priorities for assistance. North African societies will have strengthened their capacity for presenting their case and will have consolidated partnerships, eventually through partnership contracts, by the end of 2002.
- The Federation will have signed a status agreement with the Tunisian government by early 2002. Regular contacts will have been established with authorities and other organizations, resulting in identification of experts and eventual funding by the end of 2002. Co-operation with ICRC will have resulted in complementary roles of assistance strategies and joint programmes.

Indicators

- Recognition by national societies of the relevance of Federation services. Increased awareness at the Secretariat about societies' needs and capacities. Decrease of delays in response to Secretariat initiatives or questionnaires.
- Data on national societies exists and is being used. Ownership of programmes is increased, resulting in less ad-hoc requests. Roster of local and regional consultants is in place. Federation regional assistance strategy is revised and country strategies produced.
- Regional workshops and meetings organized in different programme areas. Networks created between national society technical staff and volunteers in the region. Materials exchanged and programmes unified.
- Long-term support and partnerships are increased between contributing national societies and societies in the region. Projects and programmes are presented to donor satisfaction.
- Status agreement exists. Number of visits and contacts with other agencies is increased. Good working relations and joint programmes with ICRC.

Critical assumptions

- The national societies of the North Africa region will work with the office and use its services.
- The Federation is able to mobilize adequate commitment and resources to cover the core costs.
- The MENA department of the Secretariat has the capacity to support the office.

Monitoring and evaluation arrangements

- The office will function under the responsibility of the Federation representative for North Africa, who reports to the Amman regional delegation on operational matters and to the director of the MENA department at the Secretariat on policy issues. Technical departments of the Secretariat will also have a monitoring role in their areas of competence.

- The Federation representative will work in close co-operation with the national societies of the region, and in particular with the host society, the Tunisian Red Crescent.
- As a number of national societies are expected to contribute toward programmes co-ordinated by the Federation office, representatives of these societies will be welcome to both visit and to work at the office for a period of time.
- Evaluation of the programme will be carried out through an impact analysis at the end of the second year. Indicators for the evaluation of the project will be developed for each expected result area.

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| PROGRAMME BUDGETS - 2002 | | | | | | | | |
|---|-----------------------|-----------------------|--------------------------|----------------------|----------------|--------------------------|---------------------------|----------------|
| Delegation North Africa | | | | | | | | |
| PROGRAMME | Disaster Resp. | Disaster Prep. | Health & Care | Human. Values | IDRD | Reg. Co-operation | Co-ord. & Mgmt | TOTAL |
| Shelter & Construction | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Clothing & Textiles | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Food & Seeds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Water | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Medical & 1st Aid | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Teaching Materials | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Ustensils & Tools | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Relief Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Land & Buildings | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Computer & Telecom | 0 | 0 | 6'000 | 0 | 3'000 | 0 | 0 | 9'000 |
| Medical Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Capital Equipment | 0 | 0 | 86'000 | 14'000 | 8'000 | 0 | 0 | 108'000 |
| Subtotal Capital | 0 | 0 | 92'000 | 14'000 | 11'000 | 0 | 0 | 117'000 |
| Programme Management | 0 | 8'838 | 14'963 | 3'701 | 11'910 | 0 | 8'599 | 48'012 |
| Technical Services | 0 | 2'646 | 4'479 | 1'108 | 3'565 | 0 | 2'574 | 14'372 |
| Professional Services | 0 | 2'934 | 4'967 | 1'229 | 3'954 | 0 | 2'855 | 15'939 |
| Subtotal Programme Support | 0 | 14'417 | 24'410 | 6'038 | 19'429 | 0 | 14'028 | 78'322 |
| Warehousing/Inspection | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transport & Vehicles | 0 | 5'760 | 4'880 | 0 | 2'880 | 0 | 0 | 13'520 |
| Subtotal Transport & Storage | 0 | 5'760 | 4'880 | 0 | 2'880 | 0 | 0 | 13'520 |
| Delegates & Expatriates | 0 | 33'000 | 0 | 0 | 0 | 0 | 113'500 | 146'500 |
| National Societies and Local Staff | 0 | 5'000 | 19'500 | 8'000 | 11'000 | 0 | 0 | 43'500 |
| Subtotal Personnel | 0 | 38'000 | 19'500 | 8'000 | 11'000 | 0 | 113'500 | 190'000 |
| Travel & Related Expenses | 0 | 12'000 | 17'080 | 5'000 | 36'000 | 0 | 0 | 70'080 |
| Information | 0 | 0 | 1'700 | 8'000 | 0 | 0 | 0 | 9'700 |
| Consultants | 0 | 10'000 | 19'000 | 8'000 | 30'120 | 0 | 0 | 67'120 |
| General Expenses | 0 | 15'000 | 12'340 | 5'850 | 18'000 | 0 | 0 | 51'190 |
| Training Workshops & Seminars | 0 | 35'890 | 31'000 | 0 | 48'200 | 0 | 0 | 115'090 |
| Security | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Training, Information & General | 0 | 72'890 | 81'120 | 26'850 | 132'320 | 0 | 0 | 313'180 |
| TOTAL BUDGET | 0 | 131'067 | 221'910 | 54'888 | 176'629 | 0 | 127'528 | 712'022 |