

# Annual report



International Federation  
of Red Cross and Red Crescent Societies

## Middle East and North Africa (MENA) Zone

MAA80003

29 June 2010

This report covers the period 01 January  
2009 to 31 December 2009.



118 staff and volunteers from the Middle East and North Africa National Societies participated in the field exercise on disaster response and health in emergencies held in Libya in October. The event included a number of training scenarios. **International Federation.**

### In brief

**Programme outcome:** The purpose of the work of the Middle East and North Africa (MENA) zone is to encourage, mobilise and coordinate contributions for the achievement of the International Federation's Global Agenda Goals. The zone focuses on key intervention areas where National Red Cross/Red Crescent (RC/RC) Societies can make a tangible difference in the lives of people by utilizing and sharing resources and expertise, engaging in a broad humanitarian dialogue on values and policies, and delivering humanitarian work in an accountable manner. The International Federation in MENA is building its ambitions on the foundation of the auxiliary role of National Societies working in partnership with communities. National Societies are building national and regional alliances to achieve technical and operational excellence in the provision of community based services.

**Programmes summary:** While approaching a new International Federation strategy for a new decade, the zone has already started during the second half of 2009 to encompass the strategic aims and enabling actions of the emerging International Federation Strategy 2020. This strategy was adopted at the General Assembly of the International Federation in Nairobi in November 2009. MENA National Societies were among the most prominent contributors to the global process of designing strategy 2020.

The disaster management network of MENA National Societies adopted the MENA disaster management strategy after a year long process of assessment and consultation. The zone hosted global events such as the global shelter and recovery training workshops in order to connect the work of the MENA National Societies with global disaster management initiatives and the humanitarian reform process. A field simulation exercise on disaster response and health in emergencies was held in Libya in October with the participation of 14 National Societies from the MENA region. This was an

excellent example of integration of disaster management and health and care as well as an indication of increased focus on gender balance in MENA RC/RC work with a 14.2% female participation.

In line with the strategic direction of the zone of supporting a region-wide process of developing a strong collective vision for technical and operational excellence, the MENA health and care team scaled up its operational initiatives in 2009 by establishing a high level of regional coordination in planning for operational priorities and results in health and care programming. Through an ongoing dialogue and regular technical meetings and the active work of various programme networks and reference groups, the team was able to create and maintain a positive momentum of cooperation with MENA National Societies and provide quality technical support to strengthen their response capacities to emergencies in public health, community based health and first aid including the preparation against pandemic health risks and developing a stronger capacity to deal with the psycho-social needs of traumatized segments of the population. A special effort was made to reactivate and reorganize the work within the HIV/AIDS programme, by mobilizing the regional reference group and the programme network.

The MENA zone's organisational development support to National Societies was restored in 2009 after more than two years without an organisational development coordinator in the zone team. The development of a fuller understanding of the situation of National Societies in their places, the type and intensity of National Society activities for their people, and the organisational development needs of National Societies were priorities for the zone office. A framework for National Society organisational development and the identification and empowerment of communities of organisational development practitioners from National Societies and other institutions were established.

2009 was a year of important anniversaries — 90 years had passed since the foundation of the International Federation and 60 years since the inception of the Geneva convention. Many National Societies arranged remarkable events to celebrate these anniversaries and participated in the global RC/RC events in Solferino – the location where the idea of the Red Cross was born 150 years ago. 38 youth from 15 MENA National Societies (23 men, 15 women) had the opportunity to meet in Solferino where a new strategy for the youth in the region was discussed. In addition, the MENA region was chosen to be the pilot region for implementing youth as agents of behavioural change (YABC) which enables youth to take a leadership role in positively changing behaviours and attitudes in the communities, using peer and non-formal education methods. MENA zone co-sponsored the first international training of trainers (ToT) on YABC. After this training, several National Societies started to initiate programmes and activities in their communities.

**Financial situation:** The total 2009 budget was CHF 1,924,666 (USD 1,698,740 or EUR 1,208,598), of which CHF 2,006,303 (104 per cent) was covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 1,224,386 (64 per cent) of the budget.

The coverage of the MENA zone Plan in 2009 stands at 104%. A pledge of CHF 113,106 has been received from the American Red Cross in late December to support the procurement of a cardiac care ambulance for Syrian Arab Red Crescent. The pledge was registered under the health programme for 2009 but is allocated for 2010. Thus, the actual coverage of the 2009 plan and budget stands at 98%.

The implementation rates of the organisational development and Principles and Values projects appear low although the activities – jointly organised with the Centre for Cooperation in the Mediterranean (CCM) – have been implemented. The expenditure appears lower than its actual level as the money of the activities has not yet been reimbursed to CCM and still appears in the International Federation's account. The other project with low implementation rate has been communications and information which was due to no communications team being in place and thus, the activities being conducted on an ad hoc basis.

[Click here to go directly to the attached financial report.](#)

To have a complete picture of the work of the International Federation in MENA, please refer also to other reports from the MENA region on the International Federation's website at [www.ifrc.org](http://www.ifrc.org) -

notably the country reports on Lebanon, Palestine and Yemen; the regional report on the five North African National Societies; and operations updates for the Population Displaced from Iraq Emergency Appeal covering Jordan and Syria as well as the Syria Drought Emergency Appeal. Reports on the Gaza humanitarian crisis can be found on the website of the Palestine Red Crescent Society at [www.palestinercs.org](http://www.palestinercs.org). Information on all Disaster Relief Emergency Fund (DREF) operations in Egypt, Lebanon, Morocco, Palestine and Tunisia are available at <http://www.ifrc.org/where/country/cn6.asp?countryid=61>.

**No. of people we have reached:** While a systematic Federation-wide methodology to gather information on the number of people reached is still under preparation, each National Society collects and calculates the figures differently. These can be found in the respective country reports on the International Federation's website.

On the zone level, the support to all National Societies in the region was provided through direct service delivery and technical networks consisting of National Society technical directors in disaster management, health and care and capacity building/general management. People who attended training activities organised by the zone office will transfer knowledge by training the staff and volunteers of their National Societies.

In Lebanon, during 2009, the National Society covered 196,883 first aid missions and provided 39,885 medical consultations. In Yemen, an estimated number of 50,000 people have been reached through the disaster management programme and more than 75,000 beneficiaries through the health and care programme whereas more than 60,000 beneficiaries have been reached through the dissemination of the Fundamental Principles and Humanitarian Values. In Iraq, some 72,680 school teachers and students benefited from the school first aid programme. In Palestine, the overall number of beneficiaries reached in Gaza after the war was approximately 150,000 persons. In primary health care, over 802,698 services were provided and in secondary health care, the 15 Palestine Red Crescent hospitals provided around 1,5 million medical specialised services reaching 236,314 persons. 69,968 emergency medical services were carried out and 65,207 persons benefitted from training and workshops in emergency services. On the other hand, the rehabilitation and ability development programme reached 55,354 persons and more than 64,583 community members from both Gaza and the West Bank participated in community workshops and/or have received psycho-social support services. In Iran, the direct beneficiaries from the International Federation supported programmes and activities were 2,540 people (including 1,190 females and 1,350 males).

**Our partners:** The National Societies in MENA and the zone are working with a growing group of partners from the International RC/RC Movement and other organisations. The zone and the MENA National Societies have been working closely together with participating National Societies (PNSs), independent of the fact if they have representations in the region or if they steer their cooperation directly from their headquarters. These include the Norwegian Red Cross, American Red Cross, Danish Red Cross, Swedish Red Cross, German Red Cross, Belgian Red Cross, Spanish Red Cross, French Red Cross, Finnish Red Cross, and Italian Red Cross in addition to National Societies from MENA who are acting as PNSs in the region like the Qatar Red Crescent and the United Arab Emirates Red Crescent.

The zone office has been promoting more and closer relations with United Nations (UN) agencies such as United Nations Development Programme (UNDP), United Nations Office for Project Services (UNOPS), United Nations Children's Fund (UNICEF), United Nations High Commissioner for Refugees (UNHCR) and United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA). National Societies and the zone are members and observers to several regional and global interagency networks for volunteering, youth, climate change, Iraqi externally displaced, and the national cooperation council for Iraq. The zone also cooperates with the United Nations International Strategy for Disaster Reduction (UNISDR). The zone is a member of the Inter-Agency Coordination Network on Emergency Preparedness and Response in the Middle East and North Africa - incepted by United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and the Inter-Agency Standing Committee (IASC) - and has hosted its annual meeting for the first time. Zone operations have been supported by the United States Department of State – Bureau of Population, Refugees and Migration (PRM), and the United States Agency for International

Development (USAID). Good contacts have been established with European Union (EU) delegations and European Commission Humanitarian Aid Office (ECHO), the World Health Organisation (WHO) and the World Bank.

Good collaboration has also been maintained with cooperation delegates from the International Committee of the Red Cross (ICRC). A new memorandum of understanding (MoU) was negotiated with the CCM and a new global MoU with the Lions Club was disseminated across all National Societies of the region. Partnerships were created with the Arab Association for Volunteer Services. In addition, a curriculum for the prevention of Influenza A (H1N1) was developed together with Save the Children as well as two training events for National Societies.

After more than one year of negotiations, a MoU for the hosting of the MENA road safety partnership (MENARSP) was finally signed in December 2009, linked to the global arrangements for the hosting of the global road safety partnership in Geneva. MENARSP will be hosted in the Lebanon office of the zone.

Norwegian RC and Norwegian government, Swedish RC American RC, Netherlands Red Cross and the Department for International Development (DfID) through the institutional partnership of the International Federation have been the main contributors to the International Federation Plan in 2009. Funds from the Spanish RC and CCM and direct provision of human resources from these partners and Italian RC have provided crucial contributions to the successful work of the zone team. The work of the zone has also benefitted greatly from contributions from the International Federation's global alliance for disaster risk reduction (DRR) and the International Federation's climate change centre. DG ECHO and the Netherlands Red Cross have evolved as major contributors to DREF operations in MENA. Many bilaterally supported programmes and delegates from PNSs and two operational alliances (in Yemen and Palestine) have been playing a crucial role in the overall achievements of the International Federation-wide work in MENA. This includes the Danish, German and French RC Societies.

## Context

The situation in Iraq is of great concern to the International Federation. Despite the common perception that the armed conflict in the country is largely over, widespread violence and a lack of respect for human life continue to affect the Iraqi people. The effect of the elections in 2010 and the withdrawal of United States combat troops on the Iraqi context is yet to be seen.

The military operation in Gaza during December 2008 and January 2009 and the enduring restrictions on the movement of people and goods has led to worsening poverty, rising unemployment and deteriorating public health situation for this small and densely populated location in occupied Palestinian territory (oPt).

The Middle East is the world's youngest region with rapid population growth. The majority of the population is under 30 years of age. The population of Jordan is one of the youngest populations among the lower middle-income countries; nearly 70% of the population being below the age of 30. Nearly half of the population in the oPt is under 15 years of age<sup>1</sup>. The median age of the most populous countries – Iran, Egypt, Algeria and Morocco – is approximately 26<sup>2</sup>. Some countries have high unemployment rates especially among youth.

North Africa faces high economic and social risks that threaten the investment in human capital and compromise the welfare of the population. Particularly vulnerable population groups include the unemployed among the younger generation; small landowners who are exposed to the effects of climate change with longer drought periods and flash floods and the elderly who may lack access to sustainable health insurance and pension systems. Education and unemployment are becoming crucial development challenges for Algeria, Egypt and Morocco. A major challenge for all North African

<sup>1</sup> <http://www.brookings.edu/search.aspx?doQuery=1&q=Dhillon>

<sup>2</sup> [Economist, July 25<sup>th</sup> to 31<sup>st</sup> 2009: "Special report on the Arab World" p. 8](#)

countries is the migration within North Africa and Sub-Saharan migration to North Africa.

The hazard risk potential varies from relatively low risk countries to relatively high risk environments with multiple hazards and complex emergencies that vary from low level and frequent disasters (flash floods, recurrent drought, storms, etc.) and infrequent events (earthquakes). Some 48 million people in MENA were affected by disasters between 1980 and 2009, not including conflict related disasters and population movement. This includes so-called natural disasters and also traffic and industrial accidents<sup>3</sup>

According to the Global Status Report on Road Safety published in June 2009 by the WHO, the MENA region has the world's highest estimated road traffic death rate which is 32.2 per 100,000 population and the situation is particularly dramatic among youth. MENA road traffic deaths are estimated to cost \$7.4 billion annually (1.5% of gross national product) and traffic deaths from the year 2000 to the year 2020 are expected to rise by 68% if the current trends continue. Road safety is becoming a major issue of significant government and civic concern and most countries in the region recognize the priority.

The situation of refugees is one of the biggest problems in MENA. Approximately over eight million people lost their homes because of war – four million have been made homeless as a consequence of the Iraq conflict and four million by the Arab-Israeli conflicts.

The International Federation supports the National Societies in the MENA region through strengthening the community based health programme components; focusing on disaster preparedness and risk reduction capacities of the vulnerable communities; supporting disaster response and the organisational development of the National Societies through capacity building and institutional development initiatives; as well as the promotion of diversity and human dignity through the Humanitarian Values programmes. National Societies in the MENA region are increasingly assuming a lead role in the humanitarian field at the national level as a recognised auxiliary to their public authorities.

The Sixth Regional Conference for Red Crescent and Red Cross National Societies in MENA was held in Damascus, Syrian Arab Republic, during 20-21 June 2009. 14 National Societies from the Middle East, North Africa and Gulf; 10 PNSs; the International Federation's Geneva Secretariat and MENA zone office; the ICRC; League of Arab States; the Arab Red Crescent and Red Cross Organisation (ARCO); and the CCM were present at the Conference. Under the theme "the auxiliary role of the National Societies", and humanitarian diplomacy, the distinct partnership of the National Societies and public authorities in humanitarian work was highlighted along with this unique role's national and international dimensions. National Society working groups elaborated the following themes: organisational development and capacity building; measurement and reporting of the impact of the work of National Societies and the zone; enhancement of International Federation solidarity and partnerships; and resource mobilisation and mutual National Society support. The findings of the working groups were integrated into National Society and zone plans for 2010/2011.

The zone invested more in the establishment and consolidation of MENA National Societies and International Federation cooperation – building on the Cairo declaration from the Strategic Movement Dialogue (a high level dialogue among the leaders of National Societies, the International Federation and the ICRC) and the related outcomes from the Damascus conference. The better integration of the main programmes and the work of the zone units (International Federation representations and the Amman offices) helped to unleash potentials in disaster management, especially in DRR and climate change adaptation, in health and social services, and in the organisational development of National Societies. The role of the youth and volunteering development advanced in many National Societies and MENA played a key role in the development of the International Federation's YABC project.

The zone pursued its main tasks and dealt with organisational and contextual changes in a focused and disciplined manner despite several changes in the leadership of the zone and the prevailing uncertainty about the status and location of the office throughout 2009. A consistent team of technical coordinators, essential support services providers, and International Federation representations for

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<sup>3</sup> Based on statistics from "EM-DAT: The OFDA/CRED International Disaster Database [www.em-dat.net](http://www.em-dat.net) - Université Catholique de Louvain - Brussels - Belgium"

North Africa, Iran, Iraq, Syria, Lebanon, Palestine and Yemen (the representation for Jordan was phased out in September) enabled the zone to achieve results despite the fact that decisions for the permanent location of the zone office and an application of its long existing status agreement were only taken towards the last quarter of 2009.

## Progress towards outcomes

### Disaster Management

#### Outcomes

- MENA National Societies strengthened a collective vision of disaster management excellence and established a high level of regional coordination in planning for priorities and results in regional and national disaster management plans (disaster management planning).
- MENA National Societies have scaled up their community risk reduction portfolio and engaged in larger community preparedness programmes based on a global commitment formulated in the Hyogo Framework for Action and other global pandemic preparedness initiatives (disaster risk reduction and community preparedness)
- Iranian RC has improved its capacity in skilled human resources for effective disaster management (Iran organisational preparedness)
- Self-reliance of communities to reduce their vulnerabilities to public health emergencies and disasters is improved (Iran community preparedness and disaster risk reduction).

#### Achievements

In 2009 the disaster management strategy was disseminated to all National Societies and partners both in Arabic and English. The disaster management centre of excellence concept has been approved by MENA zone National Societies focusing on integration, human resource development, tools and systems, cooperation and coordination and partnerships, and positioning advocacy, humanitarian diplomacy and resource mobilisation.

Within the global Alliance for DRR, as part of the initial 20 focus countries, Syria and Morocco finalised the process of developing baselines, plans, and proposals for the implementation of DRR micro projects in six regions (Kenitra, Laayoune, Oujda in Morocco and Tartous, Dair Azzour, Idlib in Syria).

The local communities came up with a forestation project as a solution for desertification during a vulnerability and capacity assessment (VCA) in the most drought affected areas of Syria. Community based DRR teams from Idlib and Dair Azzour branches, in cooperation with local communities and authorities, planted 37,000 trees, conducted education and awareness campaigns, and shared the knowledge with neighbouring communities on the extension of the project to other areas. This is the first project of its kind across the International Federation's global DRR alliance.

A community based DRR mobiliser workshop was conducted in Morocco for 11 National Societies' staff and volunteers. The purpose of the workshop was to train DRR practitioners to lead the implementation process of the community based DRR programmes at their respective countries. As a result of the workshop, a working group was formed to design the DRR manual and material for the promotion of climate change adaptation.

MENA zone participated in the launching of the 2009 global assessment report on DRR "Risk and poverty in a changing climate: invest today for a safer tomorrow" and presented the plans and the work of the MENA National Societies. The event took place in May 2009 in Bahrain organized by United Nations International Strategy for Disaster Reduction (UNISDR) and the government of Bahrain.

Based on the disaster management strategy for MENA for 2009-2011, the International Federation MENA zone, in cooperation with the Libyan Red Crescent and the ICRC, organised a field simulation exercise on disaster response and health in emergencies in Mesrata, Libya, during 11-17 October. 118 staff and volunteers from 14 National Societies participated in the exercise and 14 facilitators from MENA National Societies facilitated the sessions with support of the disaster management and health

and care teams of the zone. The exercise focused on areas such as relief (including camp management, registration and distribution); logistics (including purchase agreements, warehouse management and transportation); evaluation in emergencies; public health in emergencies; water and sanitation; epidemic control; psycho-social support; nutrition; first aid; restoring family links; safe access; leadership and teamwork; and media and communications.

The trainers used role play techniques, simulations, and practical scenarios in different training sessions. The training scenarios included moving in convoys of RC/RC vehicles, establishing camps to accommodate refugees, migration, and evacuation. The International Federation publications and different disaster response tools were used as references. Database of all staff and volunteers that participated in the exercise will be added to MENA zone database and the high performing participants identified during the exercises will form the core of the regional disaster response team.

In 2009, the MENA zone hosted the global shelter and the recovery training workshops. Representatives from the National Societies of Jordan, Syria, Saudi Arabia, Libya, Egypt, Qatar, Yemen, Lebanon and United Arab Emirates participated in the two events.

MENA zone facilitated the meeting on the regional inter-agency coordination network on emergency preparedness and response held in Cairo in June. The consultation, held under the auspices of the IASC informal task force on climate change in preparation for the global platform on DRR was attended by 20 participants from 13 humanitarian organizations. The objectives of the meeting were to discuss the role of humanitarian actors in climate change adaptation; consider linkages between humanitarian and development actors in the adaptation process; and identify key issues to be addressed by humanitarian agencies in the coming three years.

In cooperation with OCHA, the MENA zone facilitated a ToT workshop for the Egyptian government and training for Palestine civil defence. The main goal was to establish a cadre of personnel who would be able to promote disaster management at the level of ministries and governorates and to strengthen cooperation and coordination with UN agencies by implementing joint training. In addition, MENA zone, with the support from one expert staff on loan from the Egyptian Red Crescent, finalised the translation of the water and sanitation manuals.

A group of MENA National Societies have continued and reinforced their ambitions to become major international humanitarian supporters. The Qatar RC has been strengthening and refining its international response capacity and is now actively supporting several National Societies outside and inside MENA with programme support and has representatives in Syria and Palestine as well as other countries. In addition, the National Societies of Saudi Arabia, the United Arab Emirates and Kuwait are increasingly involved in international activities whereas the National Societies of Libya, Egypt, Morocco have repeatedly provided resources to International Federation appeals. Throughout 2009, the zone has supported these National Societies in their international ambitions with expert advice and efforts to increase the visibility and global recognition of international humanitarian work.

Iranian RC organised a meeting in January for the non-governmental organisations (NGOs) based in Tehran to discuss the Gaza crisis and how to mobilise resources to assist the most vulnerable people in Gaza. The International Federation, ICRC and Medecins Sans Frontieres (MSF) were among the participants. An Iranian RC ship was sent to Gaza with 2,000 tons of food and medicines.

The trained teams of Iranian RC's relief and rescue posts provided support along all major roads all over the country in first aid, ambulance service, essential relief and evacuation due to road accidents during Nowrooz holidays. The Iranian RC has 1,009 road relief posts, 12 marine rescue posts, 10,500 volunteer and staff members equipped with 10 relief helicopters, and 800 ambulances all over the country.

In line with its international humanitarian activities inside and outside the region, the MENA zone supported the Iranian RC to assist people affected by earthquake, flood, drought, and internal violence in the Palestine, Afghanistan, Pakistan, Sri Lanka, Iraq and Georgia. The National Society responded to International Federation appeals for emergencies in Syria, Philippines and Indonesia. The Iranian RC also assisted the National Societies of Kenya and Tajikistan with cash donation.

## Constraints and challenges

A disaster response protocol for the MENA zone needs to be developed in order to ensure better International Federation coordination and to develop a clear understanding of roles and responsibilities in emergencies. The development of an emergency, communication plan and the establishment of sub-regional contingency plans with National Societies are key challenges for the MENA zone.

Maintaining the momentum which has been achieved in 2009 in supporting a region-wide disaster management strategy, there is a need to accelerate efforts to establish logistics and shelter reference centers hosted by selected National Societies in the region.

## Health and Care

### Outcomes

- MENA National Societies have strengthened a collective vision of health and care excellence and established a high level of regional coordination in planning for priorities and results in national health and care programming (health and care planning).
- MENA National Societies have scaled up their community health and care priorities based on priority needs and a strengthened capacity to deliver community based health and care services (scaling up health and care priorities).
- Vulnerability to HIV/AIDS and its impact is reduced through preventing further infection and public awareness (Iran HIV/AIDS)
- Iranian RC has improved its capacity to provide curative and preventive health services during emergencies (Iran emergency health)
- Iranian RC has enough trained staff to provide psycho-social support to disaster victims (Iran psycho-social support)
- Iranian RC has the capacity to provide safe water and sanitation services during disasters (water and sanitation).

### Achievements

Throughout 2009, through the various zone health and care programme networks, modalities for working together were further explored and the zone provided leadership in supporting National Societies in addressing pressing health needs in their respective countries through technical assistance, promotion and representation with partners and stakeholders. The zone health and care coordinator and the psycho-social support programme (PSP) and avian human influenza (AHI/H2P) programme advisors worked with health focal points from MENA National Societies in providing specific technical inputs and assistance to important regional initiatives and country programmes.



The first MENA community based health and first aid master facilitators workshop was conducted in Beirut in November. A total of 27 master facilitators from 13 National Societies participated in the workshop.  
**International Federation.**

The second MENA zone health and care network meeting which was held in June 2009 in Amman with the participation of 13 National Societies finalised and adopted the MENA health and care plan of action for 2010-2011, by underlying the commitment of National Societies to their community based health activities based on priority needs and strengthened capacity to deliver community based health and care services. The forum became the launch pad to introduce the new community based health and first aid (CBHFA) in action approach and confirm it as the strategic cornerstone for the future development of all health and care programmes and initiatives.

On the basis of this rationale and in an effort to promote and consolidate a better integration of the CBHFA in action concept, the zone health and care unit translated into Arabic, adapted and published the newly developed CBHFA in action manuals. This was a major initiative, which is expected to facilitate and boost the work of the National Societies with their local communities and volunteers. Within the same framework, the first MENA CBHFA master facilitators workshop was conducted in Beirut during 9-15 November 2009. A total of 27 master facilitators from 13 National Societies participated and successfully completed the seven-day course by marking a new beginning for the CBHFA programme in the MENA zone. Following an agreement signed with the trained facilitators, it is anticipated that there will be a revised evaluation of community based health initiatives in the MENA National Societies and local training of community volunteers will be organized according to identified needs. 40% of National Societies have already developed and are active in CBHFA programmes/initiatives.



The joint field training exercise organised with the MENA disaster management unit in Libya was a unique and successful practice of an integrated disaster management and health initiative. **International Federation.**

The joint field training exercise organised with the MENA disaster management unit in Libya was a unique and successful practice of an integrated disaster management and health initiative, which underlined the importance of shared roles and responsibilities for disaster management and health personnel in managing major humanitarian emergencies. Today, 60% of National Societies have staff and volunteers trained in public health in emergencies and have good knowledge of emergency humanitarian operation preparedness and management.

Following on the good work of the previous year, the psycho-social support programme (PSP) targeted the capacity building of National Societies to deliver psycho-social support services through sub-regional and national level trainings, also as part of an integrated contribution to disaster management, emergency health and pandemic influenza initiatives. So far, 60% of National Societies have developed integrated psycho-social support activities and have PSP focal points. In the year 2009, the PSP conducted and participated in 11 training courses; with a total number of 112 volunteers and staff trained according to the new training kit of the International Federation. Five of these trainings were ToTs. The zone health and care unit supported national training workshops organized by RC/RC National Societies in Jordan, Syria, Lebanon, United Arab Emirates, Egypt and Yemen. Otherwise, substantive input was provided to the strategic planning of Lebanese and Yemen Red Crescent psycho-social support programmes. The MENA PSP team also translated into Arabic and adapted the new psycho-social support training kit, which will be printed with the generous support of the United Arab Emirates Red Crescent.

In Iran, PSP activities were carried out widely by the targeted Iranian RC branches such as Tehran, Khorasan, Kerman, Kahnouj, Shiraz, Azerbaijan, Isfahan and Arak. The training for men and women in addition to PSP kits for children and elderly were the main component of the PSP programme activities.

In the aftermath of the current influenza A (H1N1) pandemic and utilizing the experience of its avian influenza and H2P programmes, the MENA zone mobilized resources to support the National Societies to establish a strong response capacity in the areas of prevention and mitigation of the effects of pandemic influenza, recovery and risk reduction and capacity building. Eight National Societies were provided financial and technical support to implement H2P accelerated and mini projects in their countries. In collaboration with the Save the Children (Egypt), two sub-regional ToT workshops were conducted in Tunisia and Jordan during July 2009 to train National Society staff and volunteers on pandemic influenza. A total of 43 facilitators/trainers were trained in these workshops. In addition, a training manual for trainers and a handbook for first responders were prepared and published in Arabic to support the pandemic preparedness efforts of National Societies.

After a dormant period of almost two years, due to the absence of a technical coordination team in Amman and the lack of necessary funding, the MENA health and care team took the initiative to revitalize the regional HIV/AIDS programme by mobilizing a technical reference group, which in a very short period of time was able to put forward a coherent plan of action for the HIV programme in MENA for the years 2010 and 2011. In December 2009, during the meeting of the MENA HIV network, the plan of action was endorsed by 11 National Societies and a common understanding was reached to promote new initiatives aimed at strengthening the HIV programme capacities of the National Societies in raising awareness, fighting stigma and involving people living with HIV (PLWHV) in future activities. Moreover, a strong commitment was confirmed by the PNSs to explore realistic opportunities to engage in the Global HIV Alliance partnership. Nine MENA National Societies have established HIV programmes with ongoing activities.

The unmet humanitarian needs of over two million externally displaced Iraqi people in Syria and in Jordan were supported by the International Federation throughout 2009. The International Federation supported teams of the Syrian Arab Red Crescent in Damascus and Jordan Red Crescent in Amman organized integrated curative and preventive primary health care services to support the basic needs of the displaced. Through well established basic health care centres (BHCs), the Iraqi displaced people and local host communities were ensured with free of charge curative and preventive health care services, dental care, psycho-social counselling and distribution of essential medicines. The volunteers of Syrian Arab RC and Jordan RC maintained their outreach services to the displaced communities on a regular basis by organizing health education and hygiene promotion.

In Syria, 12 Syrian Arab RC BHCs and four mobile health units (MHUs) provided around 56,200 consultations during the reporting period. In Jordan, three BHCs provided 32,086 consultations. 12% of consultations were children under the age of 5 years, and 54% of adults are women. Around 20% of all patient consultations were due to chronic diseases, related mainly to age factors, and 80% were acute diseases. In Jordan, the outreach volunteer teams conducted 6,691 home visits and distributed hygiene kits to 3,500 displaced families.

The zone health and care unit participated in the regional coordination meeting of international H2P partners in Addis Ababa (April 2009) and the annual WHO Regional Office for the Eastern Mediterranean (EMRO) ministerial meeting in Fez (October 2009).

A significant improvement in the quality of communication and cooperation with the National Societies and their technical focal points has been achieved. It is very encouraging to confirm that the National Societies are ready to do more and to do better. Programme networks and reference groups have been at the centre of this positive development and have in many ways facilitated the communication between the zone and the National Societies. 70-80% of National Societies are regularly participating in regional network meetings and technical workshops. The use of the Arabic language as the first choice communication tool for the zone has played a positive role in bringing the National Societies on board within a broader and harmonious International Federation team. The zone invested a great deal of efforts and resources to ensure that MENA National Societies have easy access to technical literature in Arabic language. Today, more than 75% of National Societies have access to health and care related literature (manuals, guides, etc.) in Arabic thanks to the translation realised or facilitated by the MENA zone.

Conveying the knowledge and know how on water and sanitation, the Spanish RC, in cooperation with the relief and rescue organisation of the Iranian RC and the International Federation, held a training on water and sanitation in emergency response in Chaaf training camp, provincial branch of Gilan province during 10-23 October for 25 participants. During the course, participants got acquainted with the Sphere project and familiarized with the water treatment processes both in theory and practice. Other subjects covered included diseases associated with water and sanitation, water quality chemical-bacteriological analysis, telecommunications, water collection sub-module, health and safety in mission, flocculation and chlorination of raw water, hygiene promotion, monitoring and reporting, excreta disposal, medical waste management, vector control, water and sanitation basic needs, dismantling/cleaning /packing and loading the equipment. 25 Iranian RC staff members from various branches were trained on water and sanitation. The trained people will be an asset for Iranian RC in its

disaster response capacity. Already the water and sanitation units have been utilised during the rehearsals and manoeuvre exercises organised by Iranian RC.

Integration and high level of coordination among the health and care and the disaster management units became one of the high points of the work during 2009. At all times and circumstances the two teams were able to interact and maintain an exemplary collaboration, which was translated into joint planning and action initiatives. The peak of this integrated approach was the first time experience of a joint field training on disaster management and emergency health in Libya which brought together the disaster management and health and care people from the National Societies. The level of good coordination was also manifested in the constructive cooperation with all zonal units as well as with the health and care department and colleagues in Geneva, who at all times showed good will and determination to support MENA zone initiatives. In the meantime, the health and care and disaster management plans and activities have been harmonising and mutually reinforcing the work of the organisational development unit and supported the empowerment of youth and the development of volunteers.

Apart from embracing the initiatives of the zone health and care unit, many National Societies such as Syria, Lebanon, Egypt, United Arab Emirates, Jordan, Yemen, and Qatar came forward to request the zone health and care, organisational development and disaster management units to facilitate and coordinate their national planning and capacity building initiatives. This is a phenomenon that confirms the recognition of the role and added value of the zone technical expertise and the trust relationship developed between the zone and the National Societies. The momentum is there to be taken to the next level.

### **Constraints or Challenges**

Lack of adequate funding and human resources has been the most striking constraint of 2009. Except for the financial support from Norwegian RC, a small contribution from the Swedish RC and Danish RC, there has been no other interest or pledges from other donors. The DfID support for the influenza pandemic initiative was timely and helped to mobilise an effective operational plan and extend support to regional National Societies.

The lack of adequate funding was the main reason that the zone was not able to pursue a more proactive involvement in developing additional activities in some of the programmes such as HIV/AIDS, blood donor recruitment and PSP. Shortage of mainstream funding prevented the zone also from recruiting essential staff to support the work. There is an urgent need to review the resource mobilization strategy and adopt a more comprehensive and timely intervention policy to address the funding requirements of MENA zone programmes.

The Iranian RC delayed the programme implementation to the second half of the year, due to its other commitments such as Gaza crisis and the presidential elections in the country.

## **Organisational development**

### **Outcomes**

- A collective vision of MENA National Societies' roles and responsibilities as lead civil society actors is formulated and a joint way forward is agreed upon with National Society leadership (strategic leadership dialogue and National Society strategic roles and responsibilities).
- National Societies' leadership capacities to develop and implement strategies, to ensure good performance and accountability are developed.
- Technical and managerial capacity of National Societies to scale up community based service delivery is supported (concrete technical and managerial capacities).
- Technical and managerial capacity of National Societies to communicate, advocate and mobilize resources more effectively is supported (technical capacities in communications and resource mobilization).
- Nation wide coverage of grassroots units and services is developed.
- Iranian RC's new managers have a better understanding of how to cooperate with the International Federation and ICRC

- Iranian RC has improved procedures for volunteer recruitment and management as well as its branches' planning.

### Achievements

In 2009, the MENA zone intended to introduce the concept of certification for National Societies. A presentation was held with North Africa National Societies' leaders in April and National Societies reacted positively to the idea. Some discussions took place during the MENA conference as well, where National Societies expressed their needs for further support in improving their accountability and systems. The MENA zone office considered that this is a first step towards sensitization of National Societies' leaders and more needs to be done with them in order to develop further the mechanisms of implementation of such a process. This is an ongoing discussion and it has been emphasised with the adoption of Strategy 2020 that benchmarks and standards will be developed by the organisational development department in 2010.

As an outcome of the leadership induction course, several participants proposed that in order to capitalize on this workshop in the future and empower potential National Societies' leaders in implementing the 2020 strategy, it would be a good idea to design a second leadership development course focusing on enabling the potential leaders to become assertive through successful communication, enhanced active listening skills, emotional intelligence, creative problem solving and decision making skills, managing time and effective meetings, managing change and developing mentoring relationships. In 2009, the MENA zone has worked jointly with the organisational development department in Geneva on developing a curriculum for supporting National Society governance and management to strengthen their ability to effectively lead the organisation, and ensure effective and sustainable services are provided to vulnerable people country-wide through strong volunteer involvement. The International Federation is currently looking at developing partnership with academic institutions who could give accreditation to students. An important component of the programme is 'peer to peer mentoring' so that it will facilitate and encourage hands-on and applied knowledge integration.

Joint International Federation–ICRC Arabic induction course for new National Society leaders was held in October 2009. 12 leaders (11 male, one female) from Algeria, Bahrain, Egypt, Iran, Iraq, Jordan, Kuwait, Palestine, Saudi Arabia, United Arab Emirates and Yemen Red Crescent Societies participated. The training provided them with tools and information on the Movement policies, the different bodies and mechanisms of decision making, the Seville agreement, the importance of volunteering development, international humanitarian law (IHL), legal base and integrity issues. Dr. Moamena Kamel MD, Board Member of Egyptian Red Crescent evaluated the workshop with the following statement: *“The workshop was an excellent networking opportunity bringing together the leaders of the Arabic speaking National Societies, giving them an opportunity to visit the RC/RC Museum and familiarizing them with the 2020 Strategy and the challenges and priorities facing the Movement. The programme introduction was fruitful. Sessions were comprehensive and instructive while giving participants and facilitators an opportunity to engage in an interactive learning experience. National Society leaders were able to link with key leaders of International Federation and ICRC. The workshops showed the roles of International Federation and ICRC and how they are intermingled which will help National Society participants to have an interdisciplinary programme with International Federation and ICRC to capitalize on the use of resources and maximize efficiency. Developing leadership capabilities was tapped on.”*

The revision of National Society statutes was a priority for the zone throughout 2009. The process of revision was presented and reminded during several occasions of meetings with the leadership of National Societies (MENA conference, regional meetings, leadership course, etc.). Tailor-made support to National Societies was offered from the zone in order to facilitate the process and help them in integrating comments from the Joint Statutes Commission. A workshop was organized by ICRC in Tunis with 20 legal advisors and representatives from 12 MENA National Societies, where the steps required to engage in the revision of statutes as well as the importance of protecting integrity through an updated legal base were discussed and analysed through a case study. Palestine RC and Yemen RC adopted new statutes respectively in February 2009 and November 2009 (Yemen RC statutes were adopted by the governing council in 2009). However, despite all the efforts done by the MENA zone to

stress the importance of the revision of National Society statutes before the end of 2010, the region is still far behind all expected results.

Strategic planning is considered to be at the heart of National Society development and change process. MENA zone engaged directly with Jordan and Yemen National Societies in a very preliminary phase of their strategic planning. Other National Societies have expressed the need for further support in that area and should start the process in 2010 (Palestine, Syria, Qatar, Iran and United Arab Emirates). The arrival of Strategy 2020 will certainly bring more attention on the necessity for National Societies to develop a mission, a vision and a strategy to align their programmes with the strategic aims and enabling actions of Strategy 2020.

Intensified capacity building (ICB) project in Yemen continued in 2009. An evaluation was conducted in July 2009 by the MENA zone and the recommendations of the evaluation were introduced gradually into the management of the project by Yemen RC. The first phase of implementation of the ICB already shows very interesting contribution in the local communities. The volunteers met (90% female) in the sub branches are clearly committed to the work and the development of their community. The model of extending the services to the community level has been well understood by the branch leaders and the project is on the right track. Yemen RC branches are quite independent from the headquarters and despite the many challenges they are facing, they are working very closely to the community and the creation of sub-branches expanded even more their coverage and their activities, reaching more vulnerable people in remote areas of Yemen where no other organizations are working. At the branch and sub-branch level, the ICB seems to be reaching its objectives. The main challenges for the implementation are the lack of coordination from the headquarters and the delay in transferring the funds to the branches for carrying their activities. A planning meeting with the branches was conducted in December 2009 where the major recommendations were shared and changes were made to the plans for 2010.

The branch development game designed and launched in South Asia in 2008 was translated into Arabic, adapted and piloted by the Lebanese Red Cross with the support from the zone and the Lebanon representation. Branch governance and management attended a workshop and played the game in order to learn more about the basic components and the characteristics of a strong branch. The participants enjoyed very much the exercise, it allowed them to come closer and exchange their views on the set-up and activities of their own local branch. This exercise was followed by a planning workshop where strategies and objectives for 2010 were discussed among the members and the staff of Lebanese RC. The MENA zone will now finalise the kit and print copies to be distributed to all National Societies in the region in 2010.



## Build your Branch

Facilities	Capacities	Programmes

*\*Build your Branch for this year and the future\**

Branch governance and management played the branch development game in order to learn more about the basic components and the characteristics of a strong branch. **International Federation.**



Volunteering and youth development were important elements of the organisational development portfolio in MENA in 2009. The first workshop on volunteering development took place in Amman in August 2009 with 36 participants (22 men, 14 women) from 14 National Societies of the MENA region, PNSs and ICRC. Participants stated that they appreciated receiving information from other National Societies, the discussion and exchange of experiences. They also liked the training methodology and learning about volunteering concepts in MENA and how to obtain necessary mechanisms to develop a national strategy for volunteering. Following the workshop, several National Societies started an internal reflection on their volunteering structure: Palestine RC decided to integrate the youth with the volunteering department with a special focus on the needs of young volunteers; Iranian RC decided to invest in volunteer management training and Egyptian RC is planning to put in place a volunteering development department. In addition to National Societies' outcomes and impact, the MENA zone was approached by the International Association for Volunteering in the Middle East to become a partner in the Arab world volunteer initiative and since September 2009, the International Federation is sitting on

the advisory board of the initiative where the *International Year of Volunteer 2011* campaign is being prepared with other Arab organisations in the region. This will hopefully bring National Societies in contact with other volunteering organizations in their own country in order to develop local partnerships and collaborations.

38 youth from 15 MENA National Societies (23 men, 15 women) had the opportunity to meet in Solferino where a new strategy for the youth in the region was discussed. The idea of having a collaboration between Asia Pacific and MENA youth networks emerged during that meeting and a first joint coordination meeting took place in Amman to discuss the possibility of organizing a youth summit in conjunction with the Asia Pacific Statutory Conference in Jordan. Jordan RC has offered to host the youth summit just before the Asia Pacific Conference which will be the biggest youth participation in a Statutory Conference and it will also be the first joint youth initiative between two networks from different regions. This summit will be the opportunity to hold the second international YABC ToT and to draft a strategy for youth action in each region. The outcomes of the youth summit will be presented and discussed at the Asia Pacific Conference with the leaders of National Societies. Direct support was also provided to Jordan RC in developing a volunteering and youth strategy, which will continue in 2010. Lebanese RC also received regular support from the International Federation representation in Lebanon, and from the zone, and started discussions with the governance and the management on the establishment of a volunteering department in the National Society.



Iranian Red Crescent youth painted a school during the national youth camp organised in Gilan Province. International Federation.

Three team members from Iranian RC youth and volunteers organisation participated at the 3<sup>rd</sup> world youth meeting and Solferino events in Italy. Some activities organised by youth and volunteers had an impact in the community and 120 national youth coordinators, representing 30 provincial branches, came together in a youth camp organised in Gilan. The Youth conducted various activities including painting of schools and social clubs, providing first aid and health awareness at the community level, helping elderly people in addition to the environmental cleanness and hygiene. The youth camp replicated the experience learned from Solferino and the 3<sup>rd</sup> world youth meeting that took place in Italy.

Iranian RC initiated a plan called “reviving” through the youth organisation and invited about 50,000 youth members with the intention to promote participation of the society and especially young people for organ donation. The National Society distributed forms among the staff, volunteers and youth members for voluntary participation. Since January 2009, 87,600 persons have declared their willingness to donate their organs by completing donation forms. 92% of the mentioned total number is the members of Iranian RC youth organisation.

A concept on peer-to-peer exchange and human resources database for the MENA region was developed and will be shared with National Societies in 2010. In order to build this human resources and National Society databases, a first baseline study in the region was planned to be conducted in 2009 to assess RC/RC positioning as humanitarian actors in MENA region, their internal strengths and weaknesses in order to build knowledge about their current situation and the needs in a more tailor made approach. These initiatives will be conducted in 2010.

Having said that, peer support between National Societies took place in 2009. The Lebanese RC started to train Iraqi RC on the Navision software. This is a good example to show how International Federation support could build the capacity of a National Society for it to build other National Society’s capacity. Since 2008, the International Federation in Lebanon has been helping the Lebanese RC, through the support from a consultant, to develop its financial management systems and procedures with the use of Microsoft Navision software. Lebanese RC has worked throughout 2008 and 2009 on the implementation of this system and finance staff got trained on how to use it. In 2009, the MENA zone has facilitated the peer exchange between Lebanese RC and Iraqi RC in order to benefit the knowledge and experience of Lebanese RC in implementing and using Navision in Iraqi RC.

A peer visit was supposed to be organized by the Palestine RC and Yemen RC to exchange on operational alliance (OA) experiences in 2009. This was postponed to early 2010 (the report from this exercise will be part of 2010 reporting).

A reporting training was provided by the planning, monitoring, evaluation and reporting (PMER) coordinator of the zone office to the key staff of Lebanese RC. 25 people participated in the training which covered the features of good impact based reporting. The participants got acquainted with the International Federation’s reporting templates and consequently reviewed their reports to see the points that needed necessary improvement. Capacity building in PMER issues is getting more focus from the MENA National Societies and similar trainings are expected to be conducted in 2010.

A technical event on the humanitarian situation in Gaza, jointly organized by the CCM with the European Institute of the Mediterranean (IEMED), aimed to raise awareness of the current humanitarian crisis in the Gaza strip. The session was divided into two-round meetings: a technical one in which the humanitarian and social situation was discussed, and a conference open to the general public to discuss the topic. The meetings took place in December in Barcelona at the IEMED venue and counted on the support of the MENA zone. The final purpose of these meetings was to exchange opinions and enhance social dialogue in the region. Moreover, it was an excellent opportunity for the RC/RC National Societies to reinforce their partnerships with local humanitarian actors and to improve their capacity of response when facing new social challenges in the region. The speakers invited to the technical meeting and the open conference included the president of the Palestine RC, relevant experts in the zone, academics and journalists and the CCM.

Iranian RC sent a representative to participate in the review of Strategy 2010 and preparation of Strategy 2020 in Tunisia in late March 2009.

### **Constraints**

There is a serious gap regarding the PMER related staff of the National Societies in the region, and this hampers some efforts of trying to have more feedback/commitment from the National Societies. The baseline survey to be conducted is expected to give clearer indications on the capacities of the National Societies in this regard, which will be more useful to obtain participation of the MENA National Societies in consolidation processes on various PMER topics.

The large number of National Societies in need of organisational development support makes it difficult to address all the needs. Organisational development technical resource persons in MENA are limited. A good understanding and knowledge of the National Society programmes and context is important in order to provide the appropriate support services which requires an additional effort from the zone office in cases where there is no International Federation representation. There is no network of National Society organisational development practitioners in MENA which makes it more challenging for that particular sector to grow and for National Societies to support each other. National Society organisational development practitioners meeting was planned to be held in 2009, but funding had to be reallocated to other activities. One of the most challenging constraints is the lack of professional services in Jordan – where the zone office is located – to produce material and translation. The organisational development department is producing an important number of tools and material for National Societies, but due to the reason explained above, the production of tools has been delayed or postponed.

## Principles and Values

### Outcome

- MENA National Societies have a strengthened collective membership vision on how to advocate for, and educate internal and external stakeholders in, and apply Movement Principles and Values in MENA programming (Principles and Values management planning).
- National Societies' capacity to run programmes on gender, discrimination or violence is increased.
- Knowledge, understanding and application of the Fundamental Principles and IHL is enhanced (promotion of Fundamental Principles and Humanitarian Values)

### Achievements

The MENA region was chosen to be the pilot region for implementing YABC which enables youth to take a leadership role in positively changing behaviours and attitudes in the communities, using peer and non-formal education methods. MENA zone co-sponsored the first international ToT on YABC. A total of 40 people took part in this training (20 women and 20 men), among whom 34 participants represented 24 National Societies from all regions of the world (16 participants from MENA represented eight National Societies). The most important outcomes of the training were the following:

- Participants' ability to engage in peer education on YABC has been effectively developed. Knowledge on Principles and Values and acquisition of behavioural skills has been enhanced, especially through the active use of the non-cognitive methodology.
- Participants gained significant self-confidence.
- Participants have been equipped with concrete tools to better manage stress in their daily lives.
- For the participants, the simple fact of living, sharing and working together for a week had been a platform from which they had highly benefited and had gained lots of learning - not theoretical but practical. The participants from the Magen David Adom (MDA) underlined the unexpected, wonderful interactions with their peers from Arab National Societies which this event provided opportunities for.
- From the whole process of the ToT, participants developed the insight that a critical self-analysis or self-questioning attitude, as well as a commitment to continuous learning and self-improvement were at the basis for becoming a successful YABC.
- Participants stated that they will recommend others to engage in the YABC project.
- Participants considered the potential target group of the future toolkit to go beyond RC/RC staff, members and volunteers, reaching out to today's young generation world-wide.

After this training, several National Societies started to initiate programmes and activities in their communities. The North African region was the most active and integrated YABC activities in the other ongoing or developing projects like the migration project.



Percentage of participation of women in the exercise conducted in Libya has been very positive. **International Federation.**

Trainers who came out of that training were able to train hundreds of other youth in several National Societies of the region and therefore contributed to the capacity building of their sister National Societies through peer support. Egyptian RC and Tunisia RC became leaders in delivering YABC peer education and have been used also outside of the region.

For the first time in MENA region, out of the 140 people who joined the Libya exercise as National Society participants (118), administrators (3), senior management committee (5), and trainers (14), 20 of them were women. In a regional field training involving a lot of accommodation and operational hardships, 14.2% female participation should be considered as a very positive and encouraging proportion by the MENA standards. Having said that, gender integration is still a challenge in MENA. Several achievements were noticed

since 2005 with regards to sensitization of the leadership in National Societies. Gender of community based volunteers is usually well balanced and even sometimes female are predominant, especially in health projects. However, when it comes to governance and management, gender is still unbalanced and in most cases, exclusively male dominated. It is very difficult to have acute information as there is no baseline information on the gender situation in each National Society (MENA zone was supposed to conduct a Principles and Values baseline survey in the region in 2009, but due to delays from Geneva in finalizing the questionnaire and the methodology this has been postponed to 2010). Some National Societies have made tremendous efforts to engage women in management positions in the last couple of years and this would deserve a deeper analysis from the International Federation side. The MENA zone clearly needs to allocate additional resources and efforts in integrating gender issues into its own programming and consequently building National Societies' capacities in that respect. Disaster management programmes are an excellent entry point for integration of gender issues and good case studies from Asia Pacific could constitute a basis for to start building a strategy in MENA.

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Youth from the MENA region showed their piece of art in the Tunis workshop on Principles and Values. **Tunisian RC.**

Two workshops were organized by the CCM through the MoU signed with MENA zone. These were in Algeria with the theme being youth's social insertion in the labour market of the Mediterranean region (22 participants – 13 male and nine female – from five National Societies were present) and in Morocco Atlantis youth camp under the theme of environment (Eight National Societies were represented by 46% male and 54% female). One workshop was organized together with ARCO in Tunisia in October 2009 on YABC (26 participants - 11 female and 15 male were present from eight National Societies). The three above workshops focused on youth development as individuals and do not intend to have an impact at the National Society level.

With regards to communications, the zone office was supported by a consultant for two months with regards to the preparation for the 2009 campaign (Our World Your Move). The consultant visited the zone office twice to work with the PMER coordinator who has been acting for communications in the absence of a coordinator in that field. The meetings aimed to have an understanding of the consultant's role and how she can support/work with the respective teams during her period of appointment. Another meeting took place in March with the consultant, this time joined by the ICRC Cairo and Kuwait communication offices, with the aim to have an understanding of the way and tools ICRC is working on regarding the global campaign and also to agree on a plan of action for a training workshop for Gulf National Societies.

The zone office, along with the consultant and communications colleagues from ICRC Kuwait and Cairo offices, organised the Gulf training in Muscat, Oman, during 28-29 April 2009. The training focused one day on general communications issues and the other day on the global campaign. The presentations and case studies were conducted smoothly. The participants from Bahrain RC (2), United Arab Emirates RC (1), Kuwait RC (1) and Saudi Arabia RC (1) welcomed the training that had various topics focusing on social and online media, conducting interviews, and the global campaign.

The MENA National Societies were present at the Nairobi General Assembly through the stands they set to profile their work. North African Red Crescent Societies, as well as the National Societies of Lebanon, Syria, Palestine and Bahrain displayed the promotion materials of the work they have been conducting in their respective countries as well as with regards to the global campaign 2009. MENA zone was also present with the maximum amount of stands that could be allocated for demonstrations and profiled the outcomes of the support it has given to MENA National Societies through a photo exhibition and display of posters of trainings conducted throughout the year.

During the reporting period, the zone office contributed stories to the FedLife magazine, a newly introduced internal tool of communications/knowledge sharing across the International Federation's zones and Geneva. The zone also restarted working on a newsletter in order to profile the MENA National Societies and allow exchange of knowledge and lessons learned. This is expected to gain momentum with the appointment of a communications team in the zone.

In Iran, the Principles and Values as a cross-cutting area has been integrated into the programme activities. There was very close cooperation and coordination with ICRC on Principles and Values activities in supporting Iranian RC. Remarkable efforts were made for coordination of the global communication campaigns during 2009. The International Federation representation and ICRC mission in Tehran strengthened their cooperation in supporting Iranian RC's activities and promoting its role through humanitarian diplomacy.

### **Constraints or Challenges**

In Iran, programme planning and implementation was delayed due to other priorities like the Gaza crisis response. Lack of funds and resources available was another concern in Iran affecting the National Society's activities.

The main challenge with regards to the Principles and Values in 2009 was the delay of the International Federation headquarters to finalise the Principles and Values survey that was supposed to be the baseline for measuring future impact and progress. The survey is still not completed and will hopefully be conducted in 2010 or 2011. The other challenge is the cross-cutting/mainstreaming of Principles and Values into other programmes and plans like health and disaster management. Compared to 2008, there was an improvement to show the link between Principles and Values and other programmes in a more conscious way, but there is still a lot of work to be done in order to measure the contribution of those programmes in reducing discrimination and stigma.

## **Working in partnership**

The MENA zone has been encouraging the development of a variety of innovative International Federation cooperation approaches. This includes the operational alliances in Yemen and Palestine, the support to consortia (PSP), the integration of bilateral relationships and other more informal ways of National Society cooperation. The zone has prepared together with the involved National Societies, and when relevant also the ICRC, important reviews such as the Gaza review, the preparation for the 2010 Yemen operational alliance review, as well as the renaissance of the Palestine operational alliance. The zone and especially the International Federation representations have consistently promoted a high degree of Movement cooperation to improve the exchange among MENA National Societies and PNSs. 2009 was the year of increased focus on partnerships. Partnership meetings were arranged by the National Societies in Palestine, Lebanon and Yemen.

In 2009, the zone played a key role in promoting inter-agency networks and meetings and hosted two global International Federation events on emergency shelter and DRR and co-arranged the YABC global event in Spain with the CCM and the International Federation's Europe zone.

The National Societies in MENA and the zone are working with a growing group of partners from the International RC/RC Movement and other organisations. The partners within the Movement include the ICRC and the National Societies of Norway, United States, Denmark, Sweden, Germany, Belgium, Spain, France, Finland, Italy, Qatar and United Arab Emirates. The partners outside the Movement include UN agencies such as UNDP, UNOPS, UNICEF, UNHCR and UNRWA as well as organisations like USAID, PRM, EU, ECHO, and the World Bank.

In addition, National Societies and the zone are members and observers to several regional and global interagency networks for volunteering, youth, climate change, Iraqi externally displaced, and the national cooperation council for Iraq. The zone also cooperates with the UNISDR and is a member of the Inter-Agency Coordination Network on Emergency Preparedness and Response in the Middle East and North Africa.

During the reporting period, partnerships have been renewed and established by preparing the MoUs with the CCM as well as the hosting arrangements for the MENARSP. A new global MoU with the Lions Club was also disseminated across all National Societies of the region.

In 2010, these partnerships need to be continued and an integrated International Federation cooperation approach encompassing operational and global alliances, communities of practitioners and networks, integrated bilateral relations and new International Federation partnerships and cooperation with other organisations will be nurtured.

The Mediterranean conference in March 2010 in Croatia will be a good opportunity for the MENA National Societies which are located at the Mediterranean Sea for the exchange with the European Mediterranean National Societies on DRR and climate change, migration and the strengthening of their youth and volunteer development.

The top event in 2010 will be the statutory regional Asia Pacific Conference in October 2010 and the Asia Pacific youth summit, both to be hosted by the Jordan Red Crescent. This will be the chief opportunity for the promotion of Strategy 2020 and the main themes of the conference will be DRR, humanitarian development and RC/RC youth.

## Looking ahead and ensuring longer-term impact

It is important to maintain the momentum which has been achieved in 2009 and align zone and National Society plans with Strategy 2020. Strategic aims and enabling actions need to be translated to the reality of MENA National Societies and connected with their and the zone's plans and priorities. The zone will align its priorities along the business lines for National Society support in the realisation of Strategy 2020. The business lines are: raising of humanitarian standards, disaster and crises management, sustainable development, humanitarian diplomacy, joint working and accountability.

***All Federation assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGO's\) in Disaster Relief](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.***

<p>The IFRC's vision is to:</p> <p>Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.</p>	<p>The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"> <li>1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.</li> <li>2. Enable healthy and safe living.</li> <li>3. Promote social inclusion and a culture of non-violence and peace.</li> </ol>
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