

Plan 2010-2011



International Federation
of Red Cross and Red Crescent Societies

Middle East and North Africa Zone

Executive summary

This plan displays the main areas of intervention of the Middle East and North Africa (MENA) Zone Office. It builds on the country context and supports the plans, needs and ambitions of the National Societies of MENA region. The MENA Zone Office functions as a platform for International Federation and Movement cooperation among the National Societies of the region and their partners. The National Societies and the Zone Office are connected through networks, communities of practice, zone-wide strategies and a high level strategic dialogue. The Zone Office team is closely associated with the National Societies of MENA and has representations based in several National Societies and a regional office for North Africa. The MENA-wide and global International Federation cooperation is based on the practised concepts of knowledge sharing and good partnership. National Society and regional resources are teamed in order to build stronger National Societies and regional capabilities.

This plan elaborates the strategic priorities of the Zone Office and translates the purposes of the integrated programmes for disaster management, health and care, organisational development and Principles and Values into action. It is designed to enable the Zone Office team to move forward together with the National Societies of MENA region from the International Federation's Strategy for 2010 to the Strategy for the next decade - Strategy 2020. It has to be understood in conjunction with country plans and Emergency Appeals.

The total 2009-2010 overall budget is CHF 9,287,816 (USD 9,001,751 or EUR 6,111,382), from which CHF 4,000,000 is already covered under the core funding. [Click here to go directly to the summary budget of the plan \(excluding the core funded component\).](#)

Zone context

MENA is a vital and intriguing part of the world, with many identities, conflicts and agendas. Tradition and modernity exist side by side. It is the location of some of the most volatile spots and some of the greatest potentials – resource rich not only with oil but also with people, places, culture, history and knowledge.

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 occupied Palestinian territory (oPt) is under 15 years¹. The median age of the most populous countries – Iran, Egypt, Algeria and Morocco – is approximately 26². Some countries have high unemployment rates especially among youth.

The Palestinian-Israeli conflict, sectarianism and insurgency in Iraq, and insecurity in parts of Yemen are contributing to an atmosphere of enduring tension. Feelings of hope and despair of the population affected by disasters are present at the same time. MENA is a puzzle of affluent and relatively stable societies and countries with increasing poverty levels and unsettled disputes. Depending on the point of view of the

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

² Economist, July 25th to 31st 2009: "Special report on the Arab World" p. 8

observer, trends for conflict solution and revival of trust and trends for recurrent and new humanitarian crises can be portrayed at any time.

The consequences of fresh attempts for geo-political relaxation by some governments in the region and the US administration and the ongoing withdrawal of foreign troops from Iraq cannot be reliably assessed at this stage. Even positive developments like the peaceful elections in Lebanon and the soft landing of many MENA economies during the financial crises have to be carefully observed in order to stay alert for possible set-backs and difficult mid-term effects.

The three weeks military operation in Gaza from December 2008 and January 2009 and the 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. On the other hand, the situation in Iraq also remains to be 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.

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 countries is the migration within North Africa and Sub-Saharan migration to North Africa and further across the Mediterranean to Southern Europe.

The hazard risk potential varies from relatively low risk countries to relatively high risk environments with multiple hazards and complex emergencies that vary from relatively 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 accidents³

According to the *Global Status Report on Road Safety* published in June 2009 by the World Health Organisation (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. Knowledge and experience sharing will accelerate progress, as well as the development of concrete national and regional action plans involving all sectors (public, private and civil society).

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 Iraqi refugee crisis has been described in 2007 by the United Nations as '*the world's fastest growing refugee crisis in the last 50 years*' with an estimated 2.2 million Iraqis displaced outside their country and scattered all over the world, especially in the Middle East, and about 2 million displaced within the country. By the end of 2007, Syria and Jordan had become the host for the largest community of displaced Iraqis in the world, with an estimated 450,000 – 500,000 Iraqis in Jordan (8% of the total population) and an estimated 1,400,000 Iraqis in Syria. Iran is hosting over one million registered refugees from Iraq and Afghanistan and a similar number of unregistered refugees. According to the United Nations Relief and Works Agency for Palestine Refugees (UNRWA) statistics, there are 4.6 million registered Palestinian refugees in Jordan, Lebanon, Syrian Arab Republic, West Bank and Gaza Strip.⁴

³ Based on statistics from "EM-DAT: The OFDA/CRED International Disaster Database www.em-dat.net - Université Catholique de Louvain - Brussels - Belgium"

⁴ <http://www.un.org/unrwa/refugees/pdf/reg-ref.pdf>

Governments and civil society organisations in many MENA countries are becoming more and more aware that global climate change is already tangibly affecting their societies – the Syrian drought, the flooding in Morocco and Algiers, the scarce water resources in Jordan, and the desertification in the Gulf are only some examples. Climate change may lead to rising tensions over water resources, increasing food insecurity, more so-called natural disasters (flooding, droughts, sea level rising), migration and social instability. This demands an increasing engagement of the National Societies of MENA and the International Federation in climate change adaptation as part of its disaster risk reduction (DRR) work and more inter-governmental and inter-organisational cooperation.

Priorities and current work with partners

The MENA Zone Office of the International Federation is based in Amman and functions as a platform for International Federation and Movement cooperation among the National Societies of MENA and their partners. The National Societies counts thousands of dedicated staff and volunteers who are working under very difficult conditions, facing the consequences of devastating man-made and natural disasters on their communities. One of the priorities of the MENA Zone is to support National Societies in developing tools, policies and procedures for volunteers working in emergencies, including insurance, psychosocial support and stress management.

The MENA high level strategic dialogue has endorsed the concept of technical and operational excellence in the areas of disaster management, health and care, organisational development and principles and values. At the June 2009 MENA Conference in Damascus, more humanitarian diplomacy and the mindful application of the auxiliary role and mandate of National Societies were explored along with the involvement of youth from the National Societies of the region.

Consequently, this plan is expressing the ambitions of the MENA Zone Office to combine resources of the International Federation in MENA, to contribute to the development of strong National Societies which are allied in regional and global disaster management and health and care and youth networks, carried by continuous organisational development, supported by volunteering development concepts (based on the August 2009 workshop) and the involvement and development of youth organisations from the National Societies of the region.

The International Federation wants to reinforce the potentials and capabilities of the National Societies of MENA in cooperation with the International Federation and collaboration with the ICRC, and provide membership services customized to the contexts and aspirations of National Societies in the three sub-regions of Middle East, the Gulf and North Africa.

The strategic priorities of the MENA Zone Office plan are:

- the growth of technical and operational excellence of National Societies in the areas of health and care and disaster management.
- the readiness to support National Societies in disasters
- the encouragement of alliances and partnerships of regional and international dimensions
- the facilitation of International Federation and Movement cooperation
- the negotiation of humanitarian diplomacy
- the continuation of a high level strategic dialogue
- the integration of all programmes
- the technical support to National Societies in their organisational development
- the promotion of youth as an agent of behavioural change
- the promotion of an operational gender framework
- the strengthening of communication and resource mobilisation
- the integration of Fundamental Principles and Values in the work of National Societies

The MENA Zone Office will coordinate the maintenance and establishment of reference centres, networks and alliances in order to strengthen capacities in health and care and disaster management. This includes the disaster management strategy, the organisational development practitioner's network, the youth

network (with revised strategy), the health and care network and the gender network, the development of volunteering development tools, a pandemic preparedness task force (H1N1), community based health and first aid (CBHFA), and psycho-social support networks.

The MENA Zone Office will continue to strengthen its cooperation with non-Movement partners. It is already a member of the MENA inter-agency coordination network and a cross-organisational climate change adaptation working group. It works closely together with several UN-agencies and organisations like Office for the Coordination of Humanitarian Affairs (OCHA), United Nations International Strategy for Disaster Reduction (UNISDR), United Nations Higher Commissioner for Refugees (UNHCR), World Food Programme (WFP) and WHO. The MENA Zone Office will connect with regional bodies like the League of Arab-States, the European Union and others. The MENA Zone Office will also strengthen its capabilities to support National Societies in communications, relationship management and resource mobilisation.

The MENA Zone Office and the MENA National Societies will move forward together into the next decade: from Strategy 2010 to Strategy 2020. The National Societies of the region have actively participated in the drafting of the new strategy for the second decade of this century. The Tunis Conference (April 2009) brought all MENA National Societies together to contribute to the final design of the draft strategy 2020. This Zone Plan is still prearranged in the format of the Strategy 2010 framework; however, the planning process has already taken the three strategic aims and the three enabling actions from Strategy 2020 into account. Therefore, the next step to apply Strategy 2020 to the work of the MENA National Societies and the MENA Zone Office and to transfer this plan into the new format will be well prepared and smooth.

Secretariat supported programmes in 2010-2011

This is the high level plan for all programmes and plans of the MENA Zone Office. It has been designed with the application of the principle of complementarity with country plans developed by International Federation representations and global International Federation plans. Separate Plans and Budgets are available for the cooperation of the Zone Office and its representations with the Palestine Red Crescent, the Lebanese Red Cross, the Yemen Red Crescent, the Iraqi Red Crescent and the National Societies which are related to the regional office for North Africa (Algerian Red Crescent, Moroccan Red Crescent, Tunisian Red Crescent Libyan Red Crescent, and Egyptian Red Crescent). Planning and budgeting is carried out at country level where International Federation country representatives are based in National Societies. The Zone programmes are covering the regional components and also country specific components if a country plan is not available.

This plan will also include planning priorities developed with the Jordan Red Crescent and Syrian Arab Red Crescent. The country plan of the International Federation's representation in support to the Iranian Red Crescent is integrated in the MENA zone plan. [Click here to go directly to the 2010-2011 plan for Iran.](#)

The MENA Zone Office will distinguish between MENA-wide activities and activities which are more tailored to regional events and contexts. As presented during the MENA Regional Conference in Damascus (June 2009), the Zone Office will apply - when appropriate - regional approaches for the National Societies of the Middle East, North Africa and the Gulf region. The contexts and National Societies' needs and ambitions are so different that it deems useful to make use of zone-wide, regional and national plans and approaches.

Several MENA National Societies are providing support to sister National Societies and operations in other regions (i.e. East Africa, South Asia, East and Central Europe) and wish to play a stronger role in global International Federation cooperation. The MENA Zone Office will support these National Societies in their ambitions by providing guidance on International Federation tools and standards for international cooperation and by arranging peer to peer knowledge through sharing events with other globally engaged National Societies.

Disaster Management

a) The purpose and components of the programme

Programme purpose

To reduce the number of deaths, injuries and impact from disasters.

The disaster management programme budget is CHF 1,677,984 (USD 1,626,302 or EUR 1,104,113).

The programme is expected to support the National Societies of MENA to be qualified and capable to deliver technically excellent services and be empowered and enabled to fulfil their auxiliary and cooperation roles. It will support the National Societies' priorities and needs in: International Federation and Movement cooperation and coordination in disasters; strengthening of emergency response capacities; working with regional and zone-wide cooperation networks; adaptation and refinement of disaster management tools; harmonisation of disaster management planning; development of national response plans including the definition of core responsibilities of all key players; development of community based early warning systems; contextual adaptation of vulnerability and capacity assessment (VCA) tools, and development of staff and volunteers capacities to apply disaster management methodologies, technical standards and manuals.

Programme component: Integration and Capacity Building

Outcome 1: Integrated vulnerability and capacity assessment tools are developed and adopted by the MENA Zone disaster management network and disaster management steering committee.

Disaster management coordinators will focus on the importance of an integrated approach in building National Societies' disaster management capacities and new community VCA tools. The disaster management steering committee and network agreed to work with an integrative mindset and more coherent and holistic planning. Disaster management programmes, evaluations and Appeals will be designed to improve the responsiveness to community needs and vulnerabilities and contribute to increasing community safety and resilience.

The MENA Zone disaster management unit will focus on the following, in close cooperation with the health and care unit:

- Reviewing the existing assessment tools
- Establishing technical libraries
- Facilitating the implementation of joint CBHFA and DRR programmes
- Organising joint events for the disaster management and health and care networks
- Involving the disaster management network in the evaluation of programmes and community needs assessment

Outcome 2: The DRR global alliance is sponsored by MENA Zone National Societies and implemented at community level.

Disaster risk management including disaster preparedness and risk reduction which leads to more resilient and safer communities, calls for a new set of capacities in the MENA region. An increasingly developmental approach to disaster management will be required. New partnerships with external stakeholders based on the tenants of the Hyogo Framework for Action and the emerging risk reduction platforms on national levels will be established. In 2009, Syria and Morocco already joined the DRR global alliance by collecting baseline information and developing a three year DRR programme, with the main focus being on climate change adaptation and road safety.

A DRR Zone working group has been established, which will support the disaster management unit in the coordination of the following DRR activities in 2010-2011:

- Promoting and supporting National Societies' initiatives and campaigns
- Developing information material for road safety, drought and earthquake preparedness
- Working with four additional National Societies to join the DRR global alliance
- Facilitating peer to peer DRR activities especially on road safety and drought preparedness
- Reviewing the Syria and Morocco DRR programmes and identifying examples for best practices and learning

Programme component: Tools and Systems

Outcome 1: A disaster response and cooperation unit is established and supported by the disaster management platforms (steering committee and network)

National Societies' knowledge, awareness and capacity to use International Federation tools for preparedness, response and recovery and risk reduction will be increased through the establishment of a disaster response and cooperation unit, which will be closely connected with MENA disaster management platforms. Effective capacities to coordinate response operations and systems need to be reinforced, including the technical capabilities in areas such as water and sanitation, shelter, relief, logistics and recovery. This includes the continuous improvement and utilisation of field assessment and coordination teams (FACT) with trained local staff, regional disaster response team (RDRT) and national intervention teams (NIT), and the potential to develop MENA response units and kits.

In cooperation with the disaster management steering committee and the network the MENA Zone Office will:

- Facilitating practical and integrated regional disaster response exercises
- Providing technical support to NIT exercises organized by National Societies
- Establishing a Zone assessment team
- Developing preparedness, response and recovery policies
- Building National Societies' capacities in water and sanitation, shelter, relief and recovery

Outcome 2: Focal points and reference centres (shelter, training, DRR) are led by National Societies and integrated within the MENA disaster management centre of excellence

As part of the disaster management centre of excellence, National Societies will suggest to the disaster management steering committee topics to specialise on certain disaster management capacities and roles with the aim to provide support to and cooperate with other National Societies. National Societies with well developed capabilities in a specific disaster management area may host a reference centre. It has been agreed by the steering committee and the network to establish focal points and eventually reference centres for shelter, disaster management training, and DRR. In line with these, the MENA Zone Office will:

- Developing agreed concepts and strategies for the development of shelter, training and DRR focal points for the establishment of reference centres in these areas
- Establishing coordination mechanisms with potential host National Societies for the establishment of reference centres
- Organizing consultation meetings with the potential host National Societies for references centres with International Federation and other experts
- Carrying out training need assessment studies
- Developing a MENA Zone disaster management training reference center policy
- Building recovery working groups

Component: Human Resources (including staff and volunteer development and training)

Outcome: A comprehensive MENA disaster management human resources strategy is developed and adopted by National Societies.

National Societies have emphasized the importance of competence based training and staff and volunteer development system. The number of disaster management managers will be increased and their qualification developed through coaching and career development.

In cooperation with the disaster management steering committee, National Societies will be supported in building up their human resources through:

- Establishing a human resources strategy which will be developed and tested with selected National Societies
- Developing mobilisation systems for the NITs
- Creating a Zone-wide online database for disaster management specialists
- Connecting the MENA Zone disaster management leaders with global mechanisms such as FACT, emergency response unit (ERU) and logistics
- Supporting the identification and promotion of disaster management specialists

Programme component: Cooperation, Coordination and Partnerships

Outcome: Disaster response and cooperation has the capacity to support and if required coordinate disaster management operations and programmes.

MENA Zone will analyze and map stakeholders and their interests and identify external potential partners for disaster preparedness, response and recovery. The disaster management operational capacity will be established step by step to enable well coordinated national, regional and global response.

MENA National Societies will demonstrate improved disaster management coordination and cooperation through:

- Developing a coordination and cooperation policy (disaster management network and steering committee)
- Establishing cross border working groups
- Mapping stakeholders at Zone level and developing a database

Programme component: Positioning, Advocacy, Humanitarian Diplomacy and Resource Mobilization

Outcome: National Societies' disaster management role is fully acknowledged by governments and National Societies' disaster management mandates are clearly determined.

National Societies will establish approaches for disaster management related humanitarian diplomacy and advocacy and aim to have strong mandates recognized by their governments. The disaster management contingency plans of the National Societies shall complement government plans and regional plans. The MENA Zone Office and National Societies will promote the awareness and application of international disaster response law (IDRL).

The following major activities will be carried out:

- Collecting baseline information regarding the vulnerabilities and capacities of the National Societies
- Collecting baseline information for strategic and contingency plans
- Organising contingency planning workshops
- Organising IDRL regional conferences and including IDRL awareness in humanitarian diplomacy
- Cooperating with UN and international non-governmental organisations (NGOs), the League of Arab States and other relevant organisations to support the National Societies' disaster management roles and responsibilities and position National Societies strongly in their national and regional context.

Health and Care

a) The purpose and components of the programme

Programme purpose

To reduce the number of deaths, illnesses and impact from diseases and public health emergencies

The health and care programme budget is CHF 1,140,107 (USD 1,104,992 or EUR 750,190).

The programme will support the MENA National Societies to develop a strong collective vision of community based health and care delivery excellence in the region, which is based on targeting needs and vulnerabilities in the communities. Technical assistance will be provided to strengthen the MENA National Societies to respond to public health in emergencies, CBHFA including preparation against pandemic health risks and development of a stronger capacity to deal with the psycho-social needs of traumatized segments of the population. This will also include encouraging National Societies to reinforce their commitments to traditional Red Cross and Red Crescent services such as blood donor services and first aid.

Programme Component: Community Based Health and First Aid

Outcome: Effective CBHFA programmes are increased by 20% in order to reduce mortality and morbidity caused by injuries and health priorities adopting a community based and integrated approach in disease prevention and health promotion are increased.

The community based integrated approach in first aid and health involves engaging communities and their volunteers to use simple tools adapted to local contexts in order to promote behavioural change in health, first aid and safety practices. The MENA Zone health and care unit and the individual National Societies have chosen CBHFA in action as a strategic approach for creating healthy communities and developing Red Cross/Red Crescent (RC/RC) branches because CBHFA in action brings together health promotion, injury prevention and response, disaster preparedness and response, and risk reduction into an integrated and comprehensive community-based programme that develops the capacity of volunteers and their communities.

The MENA health and care unit's community health and first aid role and activities for 2010-2011 will focus on the following:

- Developing a strong pool of regional CBHFA master facilitators who are able to support the efforts of their National Societies in moving forward the integrated CBHFA activities and initiatives
- Developing a database of the resource people at zone, regional and national levels and utilize their capacity in training, programme support and peer review activities
- Organising annual CBHFA network meetings to share good practices and document lessons learned
- Supporting the National Societies to implement and evaluate the CBHFA in action minimum standards as stated in the implementation guide
- Supporting the evaluation to measure the impact of the CBHFA in action approach in at least three pilot countries
- Advocating and continuing to work towards a harmonised community based and integrated approach in training and programming across the different health initiatives at all levels

Programme Component: Public Health in Emergencies

Outcome: MENA National Societies have further enhanced their capacity to provide health support in crisis at local and regional levels, and are responding more timely, appropriately and efficiently applying increasingly agreed and standardised public health approaches to natural disasters and health emergencies as well as to longer term development.

The International Federation recognizes that humanitarian response must embrace vulnerability reduction as well as short term relief. Building on this principle, public health in emergencies and recovery aims to address the immediate needs among the most affected and vulnerable by filling a temporary gap or overload in the health care system caused by the disaster, complementary to the government and other agencies' capacity. The MENA Zone Office is committed to support National Societies to satisfy the need for stronger capacities on the regional, country and community level to respond to public health emergencies more effectively.

The MENA Zone activities with regards to this component for 2010-2011 are as follows:

- Supporting National Societies during emergencies through FACT teams, technical guidance, health ERU deployment and support, health recovery planning, and support in the recruitment of field health personnel
- Conducting joint regional, sub-regional and national refresher training exercises for health and care and disaster management teams once in two years.
- Expanding and consolidating partnerships with major actors including the ICRC, WHO and other UN structures, INGOs and national authorities.

Programme Component: HIV/AIDS

Outcome: With the support of the MENA Zone health and care team and through harmonized activities, the MENA National Societies have scaled-up HIV response to reduce HIV vulnerability and its impact in their respective countries by preventing further infection and by reducing stigma and discrimination.

Many National Societies from all continents are now actively working within the HIV global alliance to scale-up their HIV efforts through a harmonized approach with baselines, clear indicators, targets, systematic guidance and tools (including for performance tracking). So far, the MENA National Societies have been passive in their commitments to engage in the collective efforts of the HIV global alliance. Despite the very good work of some selected National Societies, HIV/AIDS programmes and activities remain limited, sometimes to ad hoc HIV initiatives. The MENA Zone Office is committed in strengthening the capacities of National Societies to sustain scaled up programmes mainly focusing on prevention and fighting stigma and discrimination in the region. By the end of 2010, the aim is to have 20% of MENA National Societies as members in the global HIV alliance.

The major activities planned for 2010 and 2011 are:

- Disseminating prevention guidelines, peer education standards, and provide technical advice, training and support to National Societies.
- Coordinating regional HIV prevention resource people to contribute to dissemination of tools.
- Facilitating and supporting knowledge sharing, including best practice documentation among National Societies.

Programme Component: Avian and Human Influenza Pandemic

Outcome: The response capacities of the MENA National Societies are reinforced and morbidity and mortality due to a pandemic is reduced through the active prevention and mitigation initiatives of National Societies.

To ensure an effective preparedness at national levels, the International Federation launched its global humanitarian pandemic preparedness (H2P) programmes to support selected National Societies in developing preparedness plans and mechanisms for community resilience in the areas of public health, food security and livelihoods.

Since 11 June 2009, the world is facing a new influenza pandemic caused by the novel Influenza A (H1N1) virus. Almost all countries in the MENA region have reported cases of new influenza H1N1. In conformity with the pandemic preparedness and response objectives of the International Federation, the MENA Zone Office is mobilizing its resources to support the MENA National Societies in their efforts to address the immediate needs of the communities and people affected by the pandemic influenza threat. The activities of the MENA Zone Office in support of the National Societies will cover the areas of prevention and mitigation of the effects of a potential pandemic influenza; recovery and risk reduction; and capacity building. These activities will include the following:

- Increasing pandemic preparedness of National Societies to define the contingency plans for service continuity during a pandemic and to prepare and plan for response actions in a pandemic outbreak
- Developing and updating guidance on staff and volunteer health and protection
- Advocating for National Societies' role in complementing their governments' efforts
- Supporting National Societies in increasing partnerships at the local level; and improving performance in community-based surveillance, social mobilization and community outreach activities

Programme Component: Psycho-Social Support

Outcome: Improved and well established psycho-social support programmes in the MENA National Societies are able to cater for the needs of victims of humanitarian emergencies and social disruption among vulnerable communities. National Societies are able to organize adequate psycho-social support and stress management services to RC/RC staff and volunteers, if need be.

In the last two years, the MENA Zone Office invested a great deal of efforts and initiative to promote the development of a sustainable psycho-social programme both at regional and national levels. Based on the operational needs identified in the region, the Zone Office is looking forward to developing a regional psycho-social reference centre to focus on the provision of stress management of staff and volunteers within the National Societies.

The planned psycho-social activities for 2010-2011 are:

- Supporting National Societies to develop psycho-social expertise at national level
- Developing specific tools and skills to improve capacity building in psycho-social services
- Providing effective development assistance to National Societies to help train and retain staff and volunteers
- Developing psycho-social components for other National Society programmes
- Developing regional and national psycho-social teams to support emergency response interventions in the region

Programme Component: Measles and Polio

Outcome: MENA National Societies' visibility and credibility are strengthened and branch capacities enhanced by involvement in mass social mobilization and through participation in polio and measles activities aimed at reaching global targets and ensuring access, equity and impact in populations at risk.

There is a renewed demand for the MENA National Societies to support the measles and polio campaigns in the region. The challenge now rests in sustaining long-term commitment to successful global health partnerships with local governments and other agencies to ensure that the most vulnerable and hard-to-reach have equitable access to vaccination services.

Main activities foreseen for 2010-2011 under this component are:

- Promoting the RC/RC role in mass immunization.
- Supporting National Society capacity building through involvement in all aspects of vaccination campaign preparation, implementation and follow-up.

Programme Component: Blood Donation

Outcome: MENA National Societies' capacities to be effective auxiliaries to their governments in promoting voluntary, non-remunerated blood donation (VNRBD) to provide a foundation to their national safe blood supplies are improved.

Consistent with its Strategy 2010, the International Federation continues to build on its comparative advantages to advocate for and implement programmes which VNRBD. In the last decade, the number of countries achieving the goal of 100 per cent VNRBD has increased by 50 per cent.

The MENA Zone Office and the National Societies will focus on the following activities for 2010-2011 to improve and expand VNRBD base support and to reduce stigma associated to any blood donor deferrals:

- Working with Club 25 initiatives to promote healthy lifestyles and voluntary blood donor recruitment
- Providing context specific development support in VNRBD for National Societies
- Promoting best practices for recruitment and motivation of VNRBD
- Developing/enhancing partnerships to maximise available resources to promote VNRBD

Programme Component: Water, Sanitation and Hygiene Promotion

Outcome: National Societies are enabled to recognise and respond increasingly to water, sanitation and hygiene promotion needs during emergency situations as well as for longer term development programmes aiming at a more sustainable impact.

Acknowledging the importance and role of effective water and sanitation activities during emergency response and recovery, in 2009, the MENA Zone Office has taken the initiative to develop a regional water and sanitation capacity in order to support MENA National Societies in their preparedness for disaster response and in their ongoing community based initiatives.

The main activities in 2010-2011 will focus on the following:

- Increasing regional and country level water and sanitation disaster response capacity in hygiene promotion by organizing regular regional and sub-regional training
- Developing and maintaining a well trained and prepared regional pool of master hygiene promoters.
- Developing a holistic water and sanitation training strategy and longer-term vision to meet increasing human resources demands created by the scaling-up of water and sanitation sector activities at all levels, and in both disaster and developmental contexts.
- Expanding and strengthening existing partnerships with water and sanitation players at international, regional and country level to include ICRC, UN structures and other international organisations

Organisational Development/Capacity Building

a) The purpose and components of the programme

Programme purpose:

Increase local community, civil society and Red Cross/Red Crescent capacity to address the most urgent situations of vulnerability.

The organisational development/capacity building programme budget is CHF 1,626,945 (USD 1,576,835 or EUR 1,070,530).

Through the Strategy 2020 enabling action of building strong National Societies, the support to National Society capacity building and organizational development in 2010 and 2011 aims to increase local community, civil society, and RC/RC capacity to address the most urgent situations of vulnerability.

Support will be given to National Societies for them to create strong and sustainable organizations that are able to provide effective services to the vulnerable nationwide; to strengthen the ability to effectively lead the organization and its service delivery through governance and management; to mobilize and maintain networks of volunteers through the tools and resources; to strengthen the involvement of youth in the community; to develop a nation wide coverage of grassroots units and services; and to enhance International Federation and Movement cooperation.

Programme component: National Society Organisational Development Process

Outcome 1: Technical support to National Societies in their organizational development process is provided.

Outcome 2: National Societies are provided with access to resources to better manage strategic planning and change management.

Outcome 3: National Societies are supported to strengthen their legal base towards enhancing the integrity through transparent legal and accounting mechanisms.

Special focus will be given on the legal base support, in coordination and complementarity with ICRC. A mapping of the current status with regards to review of the legal base and implementation of the Joint Statutes Commission will be done in coordination with the legal office in Geneva and the International Federation representatives. Several National Societies had to pay high attention to major humanitarian operations and could not invest sufficient time in long term development plans. Strategic planning is becoming more and more of importance for the National Societies of MENA and the Zone Office will encourage and provide support to those N who are ready to start the process. Support to intensified capacity building and other capacity building fund initiatives will be highly valued and encouraged as it is one of the best ways to ensure coherence and holistic development of National Societies.

Programme component: National Society Leadership and Management Development

Outcome 1: National Societies leadership and management are developed, enabling the establishment of a sustainable organization.

Outcome 2: Strong organizations with sustainable systems, procedures and staff with desired level of managerial competencies are in place.

The Zone Office will encourage the participation of National Societies at leadership development courses. The MENA Zone Office will seek possibilities for partnership with the private sector for National Society certification processes following humanitarian sector standards. The Zone Office will support the peer-to-peer concept and facilitate the exchange of expertise between National Societies in MENA and from other regions. The first two modules of the new International Federation management and leadership course for non-profit organisations will be adapted to the MENA context in cooperation with universities and selected National Societies.

Programme component: Volunteering Development

Outcome 1: The National Societies are supported in their volunteering development and management efforts.

Outcome 2: The National Societies and partners are supported to better manage volunteering in conflicts, emergencies and disasters.

Outcome 3: National Societies' volunteering development efforts are supported through effective coordination within the International Federation.

Following the volunteering development workshop held in Amman in 2009, the Zone Office together with National Societies will develop tools to ensure preparation for the international year of volunteers in 2011 and facilitate exchange of expertise on systems, policies and procedures related to the management of volunteers in emergencies.

Programme component: Youth Development

Outcome 1: National Societies are supported in their youth development efforts.

Outcome 2: Youth involvement in National Society programmes and services are supported and promoted.

Outcome 3: National Societies are supported in their youth leadership development.

Following the youth meeting in Solferino in June 2009, the MENA Zone Office will coordinate youth action and development of a youth strategy in the MENA region in close collaboration with the MENA National Societies. The focus will be mainly in three areas: youth as agents of behavioural change, youth as part of the vulnerable groups in the society and youth as leaders in the RC/RC Movement.

Programme component: Branch Development

Outcome: National Societies are supported in strengthening their branches, improving their communication with the headquarters and national coordination programmes.

Initiatives and training on branch and local management and governance development taken by National Societies will be supported financially and technically. The MENA Zone Office will encourage local trainings and on-job coaching instead of centralised trainings on this matter. Branch development and governance games are under development and will be launched during 2010-2011.

Programme component: Cooperation

Outcome: National Societies' organisational development efforts are supported through effective coordination within the International Federation and outside.

The role of the MENA Zone Office will be mainly to ensure that good communication and coordination between partner National Societies (PNSs), the International Federation and the ICRC is enhanced, enabling a better support and holistic approach to National Society development. This includes operational alliances and other partnership coordination tools between MENA National Societies and PNSs.

Principles and Values

a) The purpose and components of the programme

Programme purpose

Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.

The Principles and Values programme budget is CHF 333,156 (USD 322,895 or EUR 219,217).

Programme component: Integration of Fundamental Principles and Humanitarian Values**Outcome 1: Principles and Values (including gender awareness) are integrated into National Societies' operational programmes (disaster management, health and care).**

The Zone Office will explore ways to integrate Principles and Values and gender awareness into programmes and trainings and develop practical tools to support National Societies in this effort.

Programme component: Gender, Violence and Discrimination**Outcome 1: Capacity of National Societies to run programmes on gender, discrimination or violence is increased.**

After the training of trainers held in 2009 in cooperation with the Spanish Red Cross, the MENA Zone Office will pilot the toolkit through the youth and behavioural change network and develop expertise among the participant National Societies in areas related to fighting discrimination and improving gender, violence and cross cultural understanding.

c) Potential risks and challenges

The Zone Office is mainly ensuring overall development and the observance of agreed strategies and the cooperation in networks, alliances and other forums of good partnership and knowledge exchange. The Office is supporting National Societies to develop systems and manage and share knowledge that will enable efficient service delivery to beneficiaries. The potential risks and challenges are linked to limited financial and human resources which may prevent the Zone Office team to respond adequately to requests from National Societies. On the other hand, if National Societies rely too much on external support they may not take full ownership of their own sustainable development; if partners are not aligned with MENA Zone and National Society strategies and International Federation global guidelines and approaches, the holistic development of National Societies might be compromised; and if the engagement of National Societies' branches, youth, members and volunteers in leadership is too restricted, the development process may proceed slower and with a lesser degree of sustainability. It is important that National Society leadership actively supports the agreed strategies, and enables their staff and volunteers to participate in regional cooperation initiatives and take responsibility for National Society projects. The Zone Office and the National Societies need to actively pursue the regional and national integration of planning and programme development.

Role of the secretariat

The secretariat's budget for its support role is CHF 509,626 (USD 493,930 or EUR 335,334).

a) Technical programme support

The MENA zone and its country representations will continue to provide technical support through their management staff and their sectoral coordinators in disaster management, health and care and organizational development along with focused support in functional areas such as financial management, human resources and planning/monitoring and evaluation as requested by National Societies. The zone will continue to broker technical resources from other stakeholders to further develop operational excellence, integrating additional National Society based experts into regional programmes through technical networks and brokering external technical experience all in the spirit of building new global and operational alliances.

b) Partnership development and coordination

The MENA zone will continue to build partnerships on a regional and global level with National societies in and outside of the region to develop effective operational alliances on country levels based on the best practices established in Yemen and Palestine, regional entities, and global organizations.

It will be a priority for the zone to advocate for, steward and broker partnerships to better manage an effective transfer of global resources into community based support of local action.

c) Representation and Advocacy

The zone will advocate vigorously for the role of the National Societies as one of the pre-eminent civil society actors in their respective countries and ensure that donors and other stakeholders understand the value of a National Society that can deliver services on a community level through a network of paid staff

and volunteers on a cost effective level. It will be ensured that exponents of the National Societies get opportunities to meet with critical stakeholders to showcase their capacities and local results.

The zone will use regional fora to advocate for the strength of National Societies to implement global and regional initiatives and in that process highlight the power of National Societies to mobilize local capacities to scale up service delivery.

Promoting gender equity and diversity

The International Federation is conscious of the difficulties facing a true integrated programme approach that only makes preference to needs without other considerations. Women and girls are especially affected by diseases, epidemics and the consequences of disasters. The health and care and disaster management approach of the International Federation, while thriving to understand the nature and extent of such inequities, works towards overcoming them through mainstreaming gender sensitive programmes. Examples of such activities include addressing sexual and gender based violence through the HIV programming and also through emergency operations and psycho-social programmes, mainstreaming reproductive health in community-based activities, encouraging mothers to participate effectively in immunization campaigns, and taking their needs into consideration when designing and implementing water and sanitation programmes.

In disasters it is often that women and children are mostly affected. Therefore it is important to ensure that gender issues are appropriately assessed, analyzed, and reflected in disaster programmes. Taking the specific cultural structure of MENA Zone and the gender issue in these cultures, it is important to keep in perspective the needs and appropriateness in designing long term programmes by building up the capacities to cover and meet the different needs in DRR, training, and response operations.

Quality, accountability and learning

Focusing on the best results possible, the Zone Office will ensure quality and accountability of its and National Societies' programmes through active programme monitoring on country and zone level; continuous improvement and adaptation of indicators for different programmes; development of best practices following International Federation standards and learning from National Societies and other specialised actors (such as WHO); data collection from field activities both in long-term and emergencies to establish programme impact; evaluation and lessons learned to be created both internally and with independent parties to participate to the learning process; and coordinate and partner with research and academic institutes to expand knowledge, exchange and experience.

How we work	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p>Global Agenda Goals:</p> <ul style="list-style-type: none"> • Reduce the numbers of deaths, injuries and impact from disasters. • Reduce the number of deaths, illnesses and impact from diseases and public health emergencies. • Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability. • Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.
Contact information	
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