

# Revised Plan 2011



## Middle East and North Africa

### Executive Summary

The plan and budget for 2011 is based on the new Middle East and North Africa (MENA) zone business model which focuses on supporting National Societies to realize Strategy 2020. Evolving out of internal assessments and the series of consultations the zone office carried out with the National Societies, the model established the need to work differently in order for the zone to provide more effective/comprehensive support to the National Societies in the implementation of Strategy 2020. The main strategic approaches include:

- Integrated and effective support to all the MENA National Societies and the participating National Societies working within the zone with the support including not only programmatic areas but also strategic functions and support services.
- Greater decentralization of the zone's structures and capacities to ensure more effective and tailor-made support to the National Societies with more integrated/coordinated planning that consolidates the basis for greater impact.
- More clearly defined and complementary roles with country and or regional level International Federation support teams facilitating direct service delivery to the National Societies while the support teams at zonal or global level work on standard setting, coordination and quality control.
- Optimal leveraging of resources including multi-tasking and rotation of staff in a manner that can enable them to maximize their contributions in the different areas of engagement.

The total 2011 budget is CHF 1,839,020 ([Click here to go directly to the attached summary budget of the plan](#)).

### Zone context

MENA is one of the worlds most water-scarce and dry regions with high dependency on climate-sensitive agriculture and a large share of the population and economic activity in flood-prone coastal areas. Vulnerabilities are on the rise due to a variety of compounding factors: development within high risk zones (including settlement in coastal areas where the population is highly exposed to storms/sea waves), socio-economic conditions (mostly affecting the poor with limited access to resources and a progressive loss of purchasing power with fast increasing prices) unemployment, unplanned urbanization, migration, under-development, environmental degradation, climate change (variability), geological hazards, and the impact of epidemics.

The age-old Palestinian–Israeli conflict, sectarianism and lack of security dominate the trends in the Middle East with increasing poverty and concentration of refugees/displaced persons. Similar patterns exist in Yemen where conflicts in parts of the country continue to displace a large number of people exacerbating the overall situation of poverty with more than 40 percent of the country's population living on less than two dollars a day.

Particular vulnerable groups in North Africa include the large number of unemployed youth and small landowners exposed to longer drought periods and flash floods and the elderly without health insurance and pension systems. Migrants from the Sub-Sahara living in North Africa constitute another category of vulnerable people. Those who continue their journey to Europe, often referred to as “boat migrants”, suffer extreme adversities as many of them drown while trying to cross the Mediterranean Sea. A similar pattern of vulnerability exists in the Arabian Peninsula where an increasing number of migrants from the Horn of Africa suffer similar fates while trying to cross the Red Sea with a plan to reach Yemen and continue their migration to the Gulf countries and beyond.

In the Gulf context, environmental challenges including desertification, bio-diversity loss and scarcity of water threaten the lives and livelihoods of people especially the most vulnerable with low coping capacities. Sandstorms, floods, road accidents, heat waves, and man-made risks related to growing militancy pose increasing challenges in the region.

In all MENA’s regions, the majority of those seriously affected by disasters are the most vulnerable. Lacking the basic necessities of life, even under normal circumstances, they include women, children, especially orphans, refugees, displaced persons, the elderly, the unemployed, minorities and migrants.

Recent developments include the restarting of the direct peace talks between Israel and Palestine and the withdrawal of American combat forces from Iraq. However the standoff continues with increasing opposition to the nuclear issue in Iran with fresh sanctions recently imposed by the UN.

**MENA Business Model to Support the National Societies to Realize S2020**

Based on the Strategy 2020 MENA alignment, the new MENA business model evolved out of internal assessments and the series of consultations the zone carried out with the National Societies. The model established the need to work differently in order for the zone to provide more effective and comprehensive support to the National Societies in implementing Strategy 2020.

The model aims to empower the National Societies to realize Strategy 2020 and operate as net contributors to humanitarian endeavors at all levels, with fuller realization of their potential.

The means to achieve the objectives	Key objectives of NS empowerment
Greater positioning with increasing influence and capacity work together more effectively <ul style="list-style-type: none"> <li>• Humanitarian diplomacy</li> <li>• Partnership development</li> <li>• Resource mobilization</li> </ul>	Doing more, reaching further, NSs as net contributors to humanitarian endeavours
Internal organization/management capacities <ul style="list-style-type: none"> <li>• leadership/management</li> <li>• volunteering</li> </ul> Basic support capacities <ul style="list-style-type: none"> <li>• HR,</li> <li>• finance,</li> <li>• IT,</li> </ul>	Enhanced NS capacities /resources with full potential realization

The broad-based framework of support focuses on four major areas:

- consolidating and transforming capacities and structures of the zone to ensure effective and comprehensive support to the National Societies in implementing Strategy 2020;
- providing comprehensive and effective support to the National Societies in key areas including programmes, National Society development, humanitarian diplomacy and support services;
- developing and using monitoring and evaluation to improve performance:
- enhancing delivery capacities with a specific plan and budget starting in 2011.

The process of consolidating and transforming the zone structures and capacities is based on a review and evaluation of the existing structures and capacities. This will ensure that the zone support structures and capacities are deployed where it matters most, i.e., where vulnerabilities are high and host National Society capacities are low. The overall performance of the North Africa representation has been recently reviewed on the basis of which the International Federation's presence and service in the region will be strengthened. Similar reviews and evaluations are planned to determine the nature and level of support in the Gulf region and the specific country level support in Iraq, Lebanon, Palestine and Yemen.

Focused evaluation and analysis will be made case by case to explore the conditions in which country level structures will gradually be integrated into host National Society organization as part of the effort to elevate the host National Societies to take full charge of their development based on clearly defined objectives and exit strategies. The zone will assume no operational role except in cases of mega-emergencies that exceed the response and coordination capacities of the host National Societies.

Programmes (management of disasters and crises, disaster risk reduction/climate change adaptation, health and social services), National Society development (leadership development volunteering/youth, knowledge sharing) humanitarian diplomacy- negotiation, representation, communication, resource mobilization, relationship management- basic support services- including IT capacities, human resource development, financial management- define the main channels through which the zone support to the National Societies will be delivered.

Effective development and use of monitoring and evaluation is a key condition to track and measure progress towards the realization of Strategy 2020 with greater commitment to quality and performance improvement at all levels. It is also a key factor that consolidates the process of learning and knowledge sharing in the implementation of Strategy 2020.

Delivery capacities and structures will be strengthened with plans and budgets for 2011 to achieve the MENA outputs and targets with specific activities at country, regional and zonal levels in line with the secretary general objectives and Strategy 2020-MENA alignment based on this support structure:

<b>Zone-wide support in programmes, National Society development, humanitarian diplomacy and support services</b>		
<b>Gulf</b>	<b>Middle East</b>	<b>North Africa</b>
<b>Country plan:</b> Yemen <b>Regional plan:</b> Bahrain, Kuwait, Qatar, S.Arabia , UAE.	<b>Country plan/budget:</b> Iraq, Lebanon, Palestine <b>Regional plan/budget:</b> Israel, Iran, Jordan, Syria.	<b>Regional plan and budget:</b> Algeria, Egypt, Libya, Morocco, Tunis

### **Priorities and Secretariat-supported programmes in 2011**

In building up a baseline for the roll out of Strategy 2020, a preliminary mapping and analysis of National Society support needs established an indicative trend to consolidate the zone support, based on their expressed needs and the relative degree of importance in terms of priority order in the implementation of Strategy 2020;

:

1. leadership development/support, disaster management/risk reduction, youth/volunteering, Principles/Values as well strategy/planning,
2. humanitarian diplomacy (including communication and resource development), logistics, IT, and human resource development;
3. health and care, finance development, risk management and evaluation/knowledge sharing.

### **Support framework**

<b>Support sectors</b>	<b>Key components</b>
<b>Programmes</b>	<b>disaster management</b> including response capacities disaster risk reduction/ climate change adaptation, migration, contingency capacities including logistics. <b>health and social services</b> including prevention and control of diseases, community based health and first aid, psychological support.
<b>National Society</b>	leadership development, strategic planning, youth and volunteering, planning,

<b>development</b>	monitoring, evaluation and knowledge sharing
<b>Humanitarian diplomacy</b>	advocacy, relationship management , resource mobilization, communication
<b>Support services</b>	IT capacities, human resource development and management, financial management

## Secretariat supported programmes in 2011

### Disaster Management

**Programme purpose:** Save lives, protect livelihoods and strengthen recovery from disasters and crises.

The disaster management programme budget is CHF 485,516

#### **Programme component: Integration and Capacity Building**

**Integrated disaster risk reduction and climate change adaptation tools including CBHF are developed and adopted by the MENA zone disaster management network and disaster management steering committee.**

An integrated approach to be adopted in facilitating the build up of National Society disaster management capacities and new community VCA tools. Improving the responsiveness to community needs and vulnerabilities and contributing to community safety and resilience. The integrated approach will be based on reviewing the existing assessment tools, establishing technical libraries, facilitating the implementation of joint CBHFA and disaster risk reduction programmes, organising joint events for the disaster management and health and care networks, and involving the disaster management network in the evaluation of programmes and community needs assessment.

**The disaster risk reduction and climate change adaptation programmes, implemented at country and /or regional levels, are effectively supported and monitored.**

The main areas of focus supporting disaster risk reduction efforts of the National Societies include:

- 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 disaster risk reduction global alliance
- facilitating peer to peer disaster risk reduction activities especially on road safety and drought preparedness
- reviewing the Syria and Morocco disaster risk reduction programmes and identifying examples for best practices and learning

#### **Programme component: Tools and Systems**

**The zone disaster management coordination working more closely with the disaster management steering committee and network building up awareness and capacity to use standard International Federation tools for preparedness, response, recovery and risk reduction**

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 the potential to develop MENA response units and kits.

In cooperation with the disaster management steering committee and network, the MENA zone will:

- facilitate practical and integrated regional disaster response exercises
- provide support to national intervention team (NIT) exercises organized by National Societies
- establish a Zone assessment team, as required
- develop and roll out preparedness, response and recovery policies, procedures

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

**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 regional disaster response teams RDRT and 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**

**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)
- risk profiling and contingency planning, logistics capacities
- establishing cross border working groups
- mapping stakeholders at zone level and developing a database

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

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

The disaster management contingency plans of the National Societies shall complement government plans and regional plans. The MENA zone working with the National Societies will promote the awareness and application of international disaster response law (IDRL) based on:

- collecting baseline information regarding vulnerabilities and National Society capacities
- collecting baseline information for strategic and contingency plans
- contingency planning and increasing IDRL awareness
- 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.

## 1.2. Health and Care

**Programme purpose: To enable healthy and safe living**

The health and care programme budget is CHF 119,856

The programme will support the MENA National Societies to develop a strong collective vision of community based health and care delivery excellence in the zone, based on needs and vulnerabilities in the communities. Technical assistance will be provided to strengthen the 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.

#### **Programme Component: Community Based Health and First Aid /CBHFA**

**Increased and effective CBHFA programmes by 20 per cent at the end of 2011 to reduce mortality and morbidity caused by injuries and health priorities adopting a community based**

### **and integrated approach in disease prevention and health promotion.**

The MENA zone and the individual National Societies have chosen CBHFA in Action as a strategic approach for creating healthy communities and developing branches. 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 focus in 2011 will be on:

- developing a database of the resource people at zone, regional and national levels and utilize their capacity in training, programme support and peer review,
- organizing an annual CBHFA network gathering to share good practices and document on 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 working towards a harmonised community-based and integrated approach in training and programming across the health initiatives at different levels
- supporting regional and country road safety programmes and activities
- supporting National Society efforts in school based health and first aid programmes
- maintaining an adequate level of public awareness and preparedness against pandemic risks through the existing CBHFA and other health programmes
- providing CBHFA technical support to Gulf National Societies and advanced first aid training according to their needs.

### **Programme Component: Public Health in Emergencies**

**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 for 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 Health & Social Services unit is committed to support the regional National Societies to satisfy the need for stronger capacities on the regional, country and community level to respond to public health emergencies more effectively.

Activities for 2011 include the following

- Support National Societies during emergencies through technical guidance, FACT team health ERU deployment in coordination with Federation Secretariat-Geneva, health recovery planning, and support in the recruitment of field health personnel.
- Conduct joint regional workshop in coordination with disaster management and Geneva team
- Expand and consolidate partnerships with major actors including ICRC, WHO and other UN structures, INGO's and National Authorities.
- Technical support will be provided to the Palestine Red Crescent to support their plan.
- Technical support will be provided Gulf National Societies and North Africa National Societies according to their needs/national plans.

### **Programme Component: HIV and AIDS**

**With the support of the MENA Zone H&SS 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.**

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 is committed to strengthening the capacities of National Societies to sustain scaled up programmes mainly focusing on prevention and fighting stigma and discrimination in the region., with an increasing number of

- MENA National Societies joining in the global HIV alliance. The major areas of focus include
- 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.
  - Facilitate and support knowledge sharing, including best practice documentation among National Societies.
  - Translate the HIV Prevention and Care package into Arabic and share it with the MENA National Societies

#### **Programme Component: Psychosocial Support**

**Improved PS programmes in the MENA National Societies are able to cater for the needs of victims of humanitarian emergencies and social disruption among vulnerable communities. Also National Societies are able to organize adequate psychosocial support and stress management services to RC/RC staff and volunteers, if need be.**

The MENA Zone Office invested a great deal of efforts and initiative to promote the development of a sustainable psychosocial 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 PS Team to focus on the provision of stress management of staff and volunteers within the National Societies.

Planned PS activities for 2011:

- Support National Societies to develop PS expertise at national level
- Develop specific tools and skills to improve capacity building in PS
- Provide effective development assistance to National Societies to help train and retain staff and volunteers
- Develop PS components for other National Society programmes
- Develop regional and national PS teams to support emergency response interventions in the region.
- Provide technical support to Gulf National Societies and Iraqi RC according to their needs.

#### **Programme Component: Measles & Polio**

**MENA National Societies' visibility and credibility are being strengthened and branch capacities enhanced by involvement in social mobilization and through their 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 our 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 2011:

- Promote the Red Cross Red Crescent role in mass immunization.
- Support National Society capacity building through involvement in all aspects of vaccination campaign preparation, implementation and follow-up.

#### **Programme Component: Blood**

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

The International Federation continues to build on its comparative advantages to advocate for, and implement programmes promoting voluntary, non-remunerated blood donation. 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 and the National Societies will focus on the following activities for 2011 to improve and expand VNRBD support:

- Club 25 initiatives to promote healthy lifestyles and voluntary blood donor recruitment.

- providing context specific development support for National Societies
- promoting best practices for recruitment and motivation of non-remunerated donation
- developing and enhancing partnerships to maximise available resources to promote VNRBD

**Programme Component: Water, sanitation and hygiene promotion**

**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 WatSan programmes aiming at a more sustainable impact.**

Acknowledging the importance and role of effective water and sanitation activities during emergency response and recovery, the MENA zone aims to enhance a regional WatSan 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 2011 will focus on :

- increasing regional and country level water and sanitation disaster response capacity and hygiene promotion by organizing regional training.
- developing and maintaining a well trained and prepared regional pool of master hygiene promoters.
- expanding and strengthening existing partnerships with WatSan players at International, regional and country level.
- providing technical support to North Africa National Societies and the Iraqi Red Crescent according to their needs/plans.

## Organisational Development /Principles and Values

**Programme purpose: Enabling action 1 and Strategic aim 3**

Building Strong National Red Cross and Red Crescent Societies and promote social inclusion, and a culture of non-violence and peace

The organizational development/Principles and Values programmes budget is CHF 118,337,9

Building up its capabilities to support the National Societies implement Strategy 2020, the MENA zone is striving to perform as a region of technical and operational excellence where the National Societies foresee and take ownership of their future by supporting each other. Strong cooperation and effective coordination to develop a common approach to serving the most vulnerable is the aim. Improving performance management systems, procedures within programmes and service delivery will be achieved through strong leadership, enhanced communication, humanitarian diplomacy and competent human resources.

The revised organizational development plan for 2011 focuses on testing options for improved approaches to organizational development work as a discipline, and being better positioned to support National Societies in their search for greater “relevance” and strategic repositioning in their respective complex environments. It builds on the need to develop a more “added value” approach to increase the number of organizational development counterparts who will support, at country and regional levels, the identified needs of National Societies for change or improvement. A broader team of locally positioned organizational development human resources from the International Federation MENA secretariat, partner National Societies, sister National Societies, ICRC cooperation delegates and consultants.

The first enabling action of Strategy 2020 states that a strong National Society is characterised by:

- capacity to respond to needs continuously at local level throughout its country
- sustainable and diversified income
- credible governing and managing leadership
- ability to attract volunteers from all ages and sectors of society through relevant work.

The specific strategic approaches will be based on:

- Comprehensive coverage of National Society development needs with organizational development support focusing on facilitating the process of transformation and change. Support

in terms of capacity building will focus on enhancing and expanding National Society organization and services like finance, human resources, IT and logistics.

- More coordinated approaches and optimal utilization of resources, where the zone organizational development and youth focal points based in the Gulf and North Africa regional offices can support consultants, National Society staff and volunteers as well as field staff deployed by the International Federation and other components of the Movement. This requires a shared understanding and collaboration with the International Federation secretariat human resources department to ensure that field staff at all levels have the right profile that can also qualify them to provide organizational development support as required.
- Increasing peer to peer support, evaluation and knowledge sharing.

**Programme component: Support National Society organizational development process: *Support National Societies to create strong and sustainable organizations able to provide effective services to the vulnerable nationwide.***

Provide guidance, tools and technical assistance to support National Societies in their organizational development processes including:

- strategic planning in line with Strategy 2020 and specific National Society priorities
- project planning, monitoring, evaluation to enhance performance and accountability
- legal base improvement and change management

**Programme component: National Society leadership and management development: *Support National Society governance and management to strengthen the ability to effectively lead the organization and its service delivery***

- Support the development of National Society leadership and management through the design and development of the Leadership Development course in partnership with the Arab Open University in Bahrain. A memorandum of understanding will be signed in 2010 and a joint academic programme for National Societies will be launched in 2011.
- Support the building of strong organizations with sustainable systems, procedures and staff with desired level of managerial competencies through management training.

**Programme component: Volunteering development: *Support National Societies with the tools and resources to mobilize and maintain networks of volunteers***

- Provide guidance and tools to country and regional representatives in support of National Societies in their volunteering development and management efforts.
- Develop tools for National Societies to get involved in the International Year of Volunteers.
- Support National Societies volunteering development efforts through effective coordination within the International Federation by using Movement partners' expertise and resources.

**Programme component: Cooperation: *Enhanced Movement cooperation and Operational Alliance***

- Supporting National Societies organizational development efforts through effective coordination within the International Federation and outside.
- Develop a list of potential organizational development partners from the private, business and NGO sectors.
- Support the development and implementation of the National Societies database.

**Programme component: Youth development: *Support National Societies to strengthen the base of youth volunteers***

- Support National Societies in their youth development efforts with support from the Youth and Volunteering Unit based in Amman.
- Support youth initiatives related to the International Year of Youth.
- Support youth initiatives related to Principles and Values and the implementation of Youth as agents of behavioural change
- Support youth leadership development through the partnership with youth organisations. The International Federation has developed a successful partnership with the **Centre for Cooperation in the Mediterranean (CCM)** for youth development activities. This partnership will continue in 2012 with a renewed memorandum of understanding based on new funding.

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

<b>Programme component: Gender, Violence and Discrimination</b>
<b>Capacity of National Societies to run programmes on gender, discrimination or violence is increased.</b>
After the two training of trainers held in 2009 and 2010 with the Spanish Red Cross and the Centre for Cooperation in the Mediterranean, the MENA zone office will pilot the toolkit through the youth and behavioural change network and develop expertise among the participant National Societies related to fighting discrimination and improving gender, violence and cross cultural understanding.

## Role of the secretariat

<b>Programme purpose: Enabling action 2</b>
Pursue Humanitarian Diplomacy to Prevent and Reduce Vulnerability.

The programme budget in 2011 is CHF 50,268

With increasing capacities in relationship management, the renewed focus on humanitarian values and diplomacy is expected to enhance the culture of working together within the Red Cross and Red Crescent Movement. Formal and informal consultations between the MENA National Societies and their partners have consolidated the basis for a shared understanding and commitment regarding the need to empower the host National Societies through collective efforts. The recent initiative based on a strategic Movement dialogue involving the National Societies, the International Federation and ICRC, has paved the way for enhanced Movement cooperation consolidating field experiences in countries with enormous humanitarian needs including Iraq, Palestine and Yemen based on joint assessment. This will complement the strategic dialogue with practical actions that demonstrate the collective force of the Movement at the field level; a collective force that can make a difference in the development of the host National Society with adequate endogenous capacity to respond to humanitarian needs.

The growing focus on humanitarian values and diplomacy also enhances the process of partnership development outside the Movement. This will enable the MENA National Societies to implement Strategy 2020 by working together with a number of partners:

- Governmental organizations, which will have greater substantiation of the National Society auxiliary role in providing humanitarian and social development services.
- UN agencies focusing on humanitarian and social development services in which the National Societies increasingly contribute to the achievement of the Millennium Development Goals.
- NGOs and civil societies with an increasing role in humanitarian and social development services in which the Red Cross Red Crescent contribution can be maximized based on comparative advantages and complementary roles.
- The private sector to strengthen the Red Cross Red Crescent resource base through cultivating a culture of corporate social responsibility, maximising the private sector contribution to humanitarian and social development endeavours.

With increasing social mobilization capacities, the dynamic partnership the National Societies build by working together with communities, including vulnerable communities, and their organizations will also fundamentally contribute to the effective implementation of Strategy 2020.

**Programme component: Communications and advocacy**

- Increased support to National Societies promoting connectivity and visibility.
- Empowering National Society leadership with greater knowledge of humanitarian diplomacy, advocacy, representation and negotiation. Stronger coordination of all Movement components and networks to ensure a more unified voice and action especially where access to people affected is denied and security of humanitarian workers is endangered.
- Concerted actions to re-launch efforts which explore the possibility of initiating and influencing the process of National Society establishment in the Sea of Oman.
- Stronger support to the National Societies, enabling them to build sustainable relationships with governments and NGOs which consolidate their position operating as “a third pillar” in providing and promoting humanitarian and social services with greater recognition of community perspectives in the intentional humanitarian and development systems.

**Programme component: Resource mobilization**

- Increased support to National Societies to consolidate the basis for self-reliance and operate as net contributors to humanitarian endeavours at all levels.
- Expanding the resource base with increased partnerships involving existing and potential donors, enabling National Societies to have greater access to help the most vulnerable with earlier attention to situations and causes of vulnerability.
- Focused support to National Societies to widen and diversify their sources based on developing and effectively implementing comprehensive resource development strategies.
- Greater solidarity, cooperation and resource sharing among the National Societies within the zone and globally.

**Programme purpose: Enabling action 3**

Increased capacities in basic support services.

**Programme component: IT capacities**

- Greater support to National Society staff and volunteers to enable them to have increased access to, and use of, modern, appropriate technology.
- Increased National Society capacity to ensure more effective planning, monitoring and reporting with greater automatization of their services and processes.
- Tracking and sharing of best IT practices among the National Societies.
- Enhanced communication capacities consolidating the basis for working together more effectively.
- Greater capacities to adopt more effective and innovative ways of working with opportunities to use IT solutions for a variety of organizational and operational challenges.

**Programme component: Human resource development and effective utilization**

- Increased support to National Societies to enhance their performance, increasing the skills and productivity of staff and volunteers.
- Comprehensive assistance to National Societies to develop and use basic human resource strategies and standards in recruitment and development, including aspects of performance evaluation and reward.
- Support to National Societies in long term human resource development, including training needs assessment and developing skills and competencies
- Facilitation of inter-National Society cooperation to adopt a common approach in human resource development and utilization.

**Programme component: Financial management**

- Increasing National Society performance and credibility with improved financial management systems and capacities.
- Greater National Society capacity to meet basic standards of financial management, including the systems and capacities to operate on a cash transfer system.
- Greater support to National Societies in terms of systems development and capacity building of staff and volunteers working on financial management.

The support plan of the zone is all inclusive. All the 18 MENA National Societies will benefit from the support to enhance their capabilities for effective response with increasing contribution to development in line with Strategy 2020. The nature and extent of support will vary according to National Society needs and whether the support requirements are covered through other channels including the country level support plan and budget.

**Specific support to the National Societies in the Gulf region**

Most of the Gulf National Societies have strong volunteering base and operational capacities with an increasing contribution to international operations. The National Societies are working to enhance their capabilities with an effort to work as strong partners within the Movement.

In addition to the specific, country-focused support to the Yemen Red Crescent, the common framework of support related to the priorities of the Gulf National Societies will focus on leadership development-including humanitarian diplomacy, advocacy, representation, communication, partnership development-youth/volunteering, assessment of capacities and risk profiling, updated disaster management system and procedures with increasing use of international disaster response law (IDRL), psychological support programmes (PSP), public health in emergencies and health ERU development and deployment.

**Specific support to the National Societies in the Middle East region**

In addition to the specific, country-based support to the National Societies of Iraq, Israel, Lebanon and Palestine, overall support will be provided to the National Societies of Iran, Jordan and Syria according to their specific priorities and in line with Strategy 2020.

The Iranian Red Crescent has strong operational capacities for both domestic and international operations. In the memorandum of understanding signed with the International Federation-MENA Zone in March 2010, the common areas of cooperation and support have been agreed including disaster management, gender, capacity building, knowledge sharing, youth/volunteering, health in emergency, humanitarian diplomacy and coordination and regional cooperation.

The comprehensive support to the Jordanian Red Crescent focuses on strengthening its overall capacities in programming (disaster management, health and social services, Principles and Values including gender) organizational development (including leadership/management, youth/volunteering), humanitarian diplomacy (including networking/resource mobilization, communication and partnership development) as well as support services (including human resources, financial management, and IT capacity development).

The Syrian Arab Red Crescent is currently working with the International Federation secretariat on a drought relief operation and assistance to the displaced people from Iraq. In addition, support will be given to the National Society in its efforts to realize Strategy 2020 with increased capacities in community-based risk reduction/climate change adaptation and organizational development aspects including youth/volunteering and planning.

**Potential risks and challenges**

In the implementation of Strategy 2020, the zone is committed to providing effective and comprehensive support to the National Societies. At the same time, it is also striving to build up its capacities including employment and deployment of human resources in the different areas of support. Matching up the ambitions to do more with the realities of resource limitations also poses a major challenge that needs to be met through collective efforts. The potential risks and challenges are linked to limited financial and human resource capacities which may prevent the zone teams from responding effectively

## **Resource mobilization and allocation**

To realize the objective of serving the National Societies with more effective and comprehensive support in the implementation of Strategy 2020, resource mobilization efforts will be intensified, as part of the growing focus on humanitarian diplomacy, targeting both traditional and non-traditional sources of support including the private sector.

The full scale implementation of the support framework is expected to be achieved gradually, as the zone office is currently strengthening its internal capacities and structures to ensure effective support in the implementation of Strategy 2020. Implementation of the support framework also requires integrated and coordinated planning to achieve greater impact at country and/or regional level. Up to 70 per cent of the costs at the zone level will be accounted within the country and or regional budget structure reflecting the increasing focus in supporting country or regional efforts to implement Strategy 2020.

The process of resource mobilization and allocation will be considered on a case by case basis depending on the nature of priorities and possibilities to address them. In overall terms, the budget for 2011 will be based on the assumption that at least 80 per cent of the average amount of resources, generated in the last three years, will be secured. A conscious effort will also be made to manage expectations and the pattern of resource distribution at all levels will be in line with the size and scale of National Society priorities.

## Promoting gender equity and diversity

The International Federation is conscious of the difficulties facing a truly 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 striving 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 in immunization campaigns, and taking their needs into consideration when designing and implementing water and sanitation programmes.

It is important to ensure that gender issues are appropriately assessed, analyzed, and reflected in disaster programmes. Taking the specific cultural structure of the 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 disaster risk reduction, community based health and first aid, training, and response operations.

## Quality, accountability and learning

Focusing on the best results possible, the zone will ensure quality and accountability through active programme monitoring and evaluation at all levels with continuous improvement and adaptation of indicators for different programmes. This will guide the collecting of data from field activities both in long-term and emergencies to analyse it and establish programme impact. Looking more widely, the zone will contribute to developing best practices following International Federation standards and learning from National Societies and other specialised actors. Finally, partnering with research and academic institutes will expand our collective knowledge and experience.

## How we work

The IFRC's vision is to:

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.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

## Contact information

For further information specifically related to this plan, please contact:

- **In MENA Zone: Mr.Tenna Mengistu, Adviser, policy, strategy and planning, Amman; phone: +962 6 797002035; and fax: + 962 6 5694556; email: [tenna.mengistu@ifrc.org](mailto:tenna.mengistu@ifrc.org).**
- **In Geneva: Carmen Corminboeuf, Officer, Zonal Fundraising Support, phone: +41 22 730 4278; fax: +4122 730 0395; email: [carmen.corminboeuf@ifrc.org](mailto:carmen.corminboeuf@ifrc.org).**