

Plan 2009-2010



International Federation
of Red Cross and Red Crescent Societies

North Africa

Executive summary

The regional support plan for North Africa for 2009-2010, in line with the Global Agenda Goals of the International Federation, focuses on facilitating the development of the five National Societies by building their capacities and providing technical support to the four core programmes of disaster management, health and care, the Fundamental Principles and humanitarian values as well as organizational development. Assistance will be provided at regional level through knowledge sharing, exchanges of best practices, and strengthening of effective networks. At national level, tailored assistance will be provided to meet the National Societies' priorities and needs, ensuring that both approaches complement and are coherent. Forging new and effective partnerships within and outside the Movement to mobilize the resources needed and to effectively advocate on behalf of the vulnerable, remain vital for achieving the outlined objectives and outcomes.

Disaster management has been identified as a main concern by all five North African National Societies due to the frequency of disasters in the region and has been selected as a priority area for the regional representation's support. The capacities of the National Societies to prepare for and intervene in disasters have been upgraded significantly in recent years in Morocco, Algeria, Egypt and Libya but need to be further strengthened so they can play their role as auxiliaries to the public authorities. The National Societies gained a lot of knowledge through the past years' disasters but have also recognized the need to strengthen and expand their disaster management capacity at local and community levels. Such initiatives have included promoting better recognition of their mandate and role by developing contingency and capacity building plans, building effective structures at national and regional level, strong disaster management networks and regional intervention teams at the local level and through vulnerability and capacity assessments (VCA) and disaster risk reduction programmes.

The programme will continue to focus on being more regionally integrated and adapting current disaster response and preparedness strategies to future challenges (climatic changes, population movement, migratory fluxes, and avian influenza). Specific focus will be put on the National Societies' community based disaster risk reduction (CBDRR) projects, actively involving communities at risks, empowering women and youth and integrating social aspects related to disasters.

A two years migration programme is being developed since early 2008 with the Moroccan RC. The aim is to build stronger advocacy and promote the Fundamental Principles and humanitarian values within the host communities.

The health and care programme will continue to focus on the priority components identified by the Red Crescent Societies in the region: HIV-AIDS and other infectious diseases; first aid and community based first aid (CBFA); psychosocial support; community based social projects including literacy, school and vocational programmes, road safety; and special assistance targeted to group at risk such as children, youth, women, elderly, handicapped, homeless and migrants.

Over the last few years, most North African National Societies have increasingly shifted and continue to shift from curative health towards health education and preventative work. The National Societies are now actively developing HIV/AIDS programmes in close partnerships with key players such as the Ministries of Health, the United Nations agencies and networks of non-governmental organizations (NGOs). The Red Crescent Societies of Algeria, Morocco and Tunisia continue to benefit from Global

Fund to fight Tuberculosis, Aids and Malaria (GFTAM) grants. First aid remains one of the strongest and best known programmes in the region. The last two years have seen the Egyptian, Algerian and Moroccan National Societies undertake serious reviews of their programmes, revisiting their respective first aid manuals, updating their policies to bring them into line with the regional CBFA manual. This exercise is conducted in close cooperation with the Ministries of Health and NGOs in each country and has facilitated the development of an integrated approach linking first aid to other related health areas such as road safety, community health, psychosocial support and HIV/AIDS. Through this programme, the work conducted at community level by the volunteers continues to be reinforced, improving the quality of the services and increasing the number of services delivered by the volunteers.

An important milestone was reached in encouraging work at community level and integrating health and disaster preparedness through VCA training, promoting and enhancing individual and community capacity and resilience to cope with existing risks, to respond to present needs and to address new emerging health challenges that arise during natural disasters. Specific attention is provided to the avian influenza pandemic preparedness programme. Support was provided at country level to the Egyptian, Moroccan and Tunisian Red Crescent Societies. Regional activities will be developed in 2009-2010 building on these experiences to reinforce the National Societies' preparedness and response capacity and bolster monitoring together with other national and international actors.

The organizational development programme is instrumental in assisting National Societies in strengthening at branch, headquarters, governance and board levels. It provides staff with the skills required to make the National Societies more effective and accountable in a world of complex, constant changes. There are different levels of organizational development needs across the region, related to the specific context in which they plan and manage their services. The regional programme will continue to consult, support and offer capacity building services in areas such as governance and management development, strategic planning, branch development, human resources including youth and volunteer management as well as gender. Support is also sought for the National Society community development programmes. Several Red Crescent Societies are involved in successful community based literacy, vocational, educational, health promotion and environmental programmes which empower the communities to address and respond to real vulnerabilities.

Tensions and recourse to violence often affect communities in North Africa. The need for promoting humanitarian values is self-evident in such a context. The North African Red Crescent Societies have engaged over the past few years in large public anti-stigma campaigns mainly in the field of HIV/AIDS. Faced with new humanitarian challenges such as migration and avian influenza, the North African Societies have expressed their interest in developing appropriate communication and advocacy strategies, to develop their structures and own tools. Working in a safer environment within communities affected by these challenges has been identified as a key and necessary step to better reach the groups targeted and to provide them with effective services.

The two-year plan will focus on supporting the National Societies to develop programmes and structures to increase the understanding of the Fundamental Principles within their organization as well as externally, raising awareness at the public and corporate sector, highlighting the new challenges raised by new sources of vulnerability in the region - migration, increased violence, health risks - and influencing behaviour in the community.

The total 2009-2010 budget is CHF 4,159,773 (USD 3,802,352 or EUR 2,649,537). [Click here to go directly to the attached summary budget of the plan.](#)

Regional context

The region 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 poor who are unable to engage in high-risk, high-return activities; children who face the risk of entering informal labour markets prematurely; small landowners who remain exposed to unanticipated changes in weather and fluctuation in prices; jobseekers; low-skilled workers who face the risk of unemployment; and the elderly who may lack access to sustainable health insurance and pension systems.

Economic growth in the region is also affected by external shocks as well as social and political instability. Amongst these, the Palestinian-Israeli conflict, the aftermath of the September 11 attacks, the food crisis, migratory flux, and a new wave of terrorist attacks have particularly affected the region. Due to a rapidly growing labour force, unemployment is becoming one of the main development challenges for Algeria, Egypt and Morocco. Gender issues have to be integrated into the policy process to ensure that women can participate in the economy and balance family responsibilities.

(Source Human Development Report 2006)	Morocco	Algeria	Tunisia	Libya	Egypt
Surface Area (sq km)	446,6th	2,381th	163,6th	1800th	1,001th
UN HDI rate	123	102	87	64	111
Population	31 million 31.5% is under 15 years of age.	32.4 million 30.4% is under 15 years of age.	10 million 26.7% is under 15 years of age	5,7 million 30.4% is under 15 years of age	72.6 million 33.9% is under 15 years of age
Population growth (%)	1.4	1.5	1	1.8	1.8
Urban population (% of total pop.)	58	62.6	64.9	87.4	42.7
Life expectancy	68	71	73	72	69
Poverty (% below the national poverty line)	19%	22.6%	7.6%	n/a	16.7%
Language	Arabic/French	Arabic/French	Arabic/French	Arabic/English	Arabic/English
Religion	Islam	Islam	Islam	Islam	Islam
GNP (USD)	4.309	6.603	7.768	n/a	4.211
School enrolment	58%	73%	75%	94%	76%
Literacy of adult Man Women	52.3% 65.7% 39.6%	69.9% 79.6% 60.1%	74.3% 83.4% 65.3%	n/a n/a n/a	71.4 83% 59.4%
Health services & social security	Weak – poor access in rural areas	Have deteriorated, preventive services improve to	Good level of health care & social security	Health services reasonably well developed	Limited access for poor people
HIV/AIDS Prevalence % 15-49 years (2005)	0.1 [0.1-0.4]	0.1 [<0.2]	0.1 [0.1-0.3]	[<0.2]	<0.1 [<0.2]
Disasters /crisis	Earthquake, floods, violence, avian influenza	Earthquake, floods, landslides, violence, avian influenza	Floods		Earthquake, violence
Others	Migrants, food security	Migrants, food security	Migrants, threat for terrorist attacks	Economic embargo lift up	Earthquake, avian influenza, food security, population movement

National Society priorities and current work with partners

In line with the International Federation Strategy 2010 and Global Agenda, with the main goal of “Improving the life of the vulnerable”, the five National Societies are concentrating their efforts to reduce vulnerabilities through focused programmes particularly in the areas of disaster management and health. Most of the Red Crescent Societies are well recognized in their auxiliary role, have developed good relations with their government and are considered as active and reliable partners of Ministries of Health, Education, Civil Defence and local authorities. Among the challenges are a need for clarification of the role of governance and management, the absence of strategic plan for the National Societies, some highly centralized decision-making structure, the limited capacity of the national headquarters, and an insufficient Red Cross/Red Crescent (RC/RC) knowledge in the branches.

The North African Red Crescent Societies are the longest established humanitarian organisations in each country. The five National Societies have relatively strong infrastructures and are well established and nationally represented through their extensive branch networks and other structures such as hospitals, clinics, blood banks, first aid centres, youth clubs and community centres, and training centres. Recently, with the development of the disaster management programme in Egypt, Algeria and Morocco and regional disaster management units, warehouses have been set up as well.

North African National Society Profile

Algerian RC was founded in 1956 and has 48 branches. The main programmes it focuses on is first aid, psychosocial support programme (PSP), health, HIV/AIDS, and disaster relief management. The Egyptian RC was founded in 1991 and has 27 branches. The main programmes it focuses on is first aid, PSP, health, disaster relief management, community based programmes and social welfare. The Libyan RC, which was founded in 1957, operates through 32 branches in the areas of health, first aid, and social welfare. The Moroccan RC was founded in 1956, and focuses on first aid, social welfare, community based programmes, disaster relief, community health, HIV/AIDS, and social mobilization through 71 branches. The Tunisian RC works with 24 branches in the areas of first aid, social welfare, and social mobilization. It was founded in 1956.

The five National Societies have strong potential at national and branch level in terms of human capacities, partnerships and resource mobilization. However, investment in institutional development is crucial for these National Societies to enable them to perform better, to scale up their programmes and activities and to respond to new humanitarian challenges.

With an increased number of partners active in the region willing to engage cooperation with the RC Societies, the regional representation has a key role to play in supporting better coordination of support to National Societies. Increased National Society participation and ownership will be promoted through the process of building strategies, priorities and needs. The regional representation will continue to develop its contacts with the regional development institutions, development banks, donor missions, European Union (EU) and United Nations agencies and other key NGOs to investigate the potential for cooperation and future partnerships. On the basis of recent successful approaches, it will also encourage direct contact with the National Societies to increase and build partnerships with the corporate sector.

Within the RC/RC Movement, the main objective is to strengthen the cooperation and coordination processes with the International Committee of the Red Cross (ICRC) and participating National Societies (PNSs) in the region. The new cooperation models are being explored with the PNSs present in the region. A strong network is to be established in North Africa, providing a regional platform for National Societies’ participation and strengthening the relationships between themselves. The objective is to build confidence in working as an International Federation, capitalizing on National Society expertise and resources in the region to the benefit of the hosting National Society, and presenting to partners a coherent, efficient and strong RC/RC Movement image. This would involve harmonized planning, developing common and complementary approaches and the concept of lead National Society in sectoral programmes.

Partner Mapping

Algeria

Partner	Programme Support
ICRC	International humanitarian law (IHL), detention, cooperation (first aid, psychological support), and restoring family links (RFL)
French Red Cross (Bilateral)	Disaster preparedness, first aid, social welfare, and educational programmes
Spanish Red Cross (Bilateral)	Earthquake awareness, primary health care, and relief assistance to Western Sahara
Spanish RC Office for the Mediterranean (Bilateral)	Regional platform supporting in the development of new regional partnerships, and to reinforce National Society programmes and competence in the field of migration, climatic changes, youth, gender, and regional cooperation
Finnish and Swedish Red Cross (Multilateral)	Annual in kind donations for disaster response (stock pre-positioning for small scale disasters and social welfare programmes). Interest is expressed in supporting North African National Societies in the development of EU partnership with EU member states
Norwegian Red Cross (Multilateral)	Disaster management, VCA, summer camps, and CBFA/first aid
DFID (Multilateral)	Health (FA/CBFA, community health), disaster management, organisational development (youth, National Society capacity building, and governance support)
Disaster Relief Emergency Fund (DREF)	Allocation to allow immediate National Society response to small scale emergencies

Egypt

Partner	Programme Support
ICRC	IHL, cooperation with the Arab League, capacity building for National Society staff, and RFL
Spanish RC Office for the Mediterranean (Bilateral)	Regional platform supporting in the development of new regional partnerships, and to reinforce National Society programmes and competence in the field of migration, climatic changes, youth, gender, and regional cooperation
Finnish and Swedish Red Cross (Multilateral)	Annual in kind donations for disaster response (stock pre-positioning for small scale disasters and social welfare programmes). Interest is expressed in supporting North African National Societies in the development of EU partnership with EU member states
Norwegian Red Cross (Multilateral)	Disaster management, VCA, and summer camps
DFID (Multilateral)	Health (FA/CBFA, community health), disaster management, organisational development (youth, National Society capacity building, and governance support)
American Red Cross (Multilateral)	Health and disaster management
Global avian influenza appeal	Avian influenza awareness programmes in 27 governorates (2008-2009)
United States Agency for International Development (USAID) H2P Grant	2008-09-10 pilot programme in human pandemic preparedness
DREF	Allocation to allow immediate National Society response to small scale emergencies

Libya

Partner	Programme Support
ICRC	IHL
Spanish RC Office for the Mediterranean (Bilateral)	Regional platform supporting in the development of new regional partnerships, and to reinforce National Society programmes and competence in the field of migration, climatic changes, youth, gender, and regional cooperation
Finnish and Swedish Red Cross (Multilateral)	Annual in kind donations for disaster response (stock pre-positioning for small scale disasters and social welfare programmes). Interest is expressed in supporting North African National Societies in the development of EU partnership with EU member states
Norwegian Red Cross (Multilateral)	Disaster management, VCA, and summer camps
DFID (Multilateral)	Health (FA/CBFA, community health), disaster management, organisational development (youth, National Society capacity building, and governance support)

Morocco

Partner	Programme Support
ICRC	Family links, IHL, exploring humanitarian law (EHL), cooperation, and RFL
French Red Cross (Bilateral)	Social welfare/educational programmes, first aid, psychosocial support, disaster preparedness, and HIV/AIDS prevention
Spanish Red Cross (Bilateral)	Relief, disaster management (stocks, office equipment, vehicles) capacity building, earthquake awareness programmes, and social welfare
Spanish RC Office for the Mediterranean (Bilateral)	Regional platform supporting in the development of new regional partnerships, and to reinforce National Society programmes and competence in the field of migration, climatic changes, youth, gender, and regional cooperation
Finnish and Swedish Red Cross (Multilateral)	Annual in kind donations for disaster response (stock pre-positioning for small scale disasters and social welfare programmes). Interest is expressed in supporting North African National Societies in the development of EU partnership with EU member states
Norwegian Red Cross (Multilateral)	Disaster management, VCA, and summer camps
DFID (Multilateral)	Health (FA/CBFA, community health), disaster management, organisational development (youth, National Society capacity building, and governance support)
EU/AENEAS Programme (Multilateral)	Migration programme focusing on the promotion of Principles and Values
Global avian influenza appeal	Avian influenza awareness programmes in 13 provinces (2008-2009)
USAID H2P Grant	2009-10 application for programme in human pandemic preparedness
DREF	Allocation to allow immediate National Society response to small scale emergencies

Tunisia

Partner	Programme Support
ICRC	IHL, protection, detention, EHL and cooperation
French Red Cross (Bilateral)	First aid

Spanish Red Cross (Bilateral)	First aid training, and vehicle equipment
Spanish RC Office for the Mediterranean (Bilateral)	Regional platform supporting in the development of new regional partnerships, and to reinforce National Society programmes and competence in the field of migration, climatic changes, youth, gender, and regional cooperation
Finnish and Swedish Red Cross (Multilateral)	Annual in kind donations for disaster response (stock pre-positioning for small scale disasters and social welfare programmes). Interest is expressed in supporting North African National Societies in the development of EU partnership with EU member states
Norwegian Red Cross (Multilateral)	Disaster management, VCA, and summer camps
DFID (Multilateral)	Health (FA/CBFA, community health), disaster management, organisational development (youth, National Society capacity building, and governance support)
United Nations Higher Commissioner for Refugees (Multilateral)	Population movement and international protection
Global avian influenza appeal	Avian influenza awareness programmes in two provinces (five school programmes, 2008 – 2009)
DREF	Allocation to allow immediate National Society response to small scale emergencies

Secretariat supported programmes in 2009-2010

The logframes on the respective Global Agenda Goals are available at the regional representation upon request (please see the contact details in the end of the plan).

Disaster Management

a) The purpose and components of the programme

Disaster management remains the highest priority of the North African National Societies. Compared to the traditional and well established National Society health and social system, disaster management appears to be a newer domain in which National Societies wish to increase their experience and expertise. The increased interest is led by the multiplication of new type of disasters (natural, technological, climatic changes, road accidents, violence, pandemic and outbreaks, etc.) and the willingness from the Red Crescent Societies to adapt their structures, to reposition their role, to address the needs of the communities affected and to support national strategies and plan as auxiliary of public authorities. The programme will continue to focus on being more regionally integrated and adapting current disaster response and preparedness strategies to future challenges. National Societies have expressed their interest to continue on building their disaster management capacity, to strengthen their structures at field level, to develop adequate tools, and focus more on DRR and migration programmes (Algeria, Egypt, Morocco, and Libya).

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

The disaster management programme budget is CHF 1,832,918 (USD 1,675,428 or EUR 1,167,463).

Programme component: Policies and Planning
Outcome: Contingency plans are updated and harmonized with national disaster management plans; and roles of the National Societies are clarified in disaster management policies validated by National Societies' governance.
The Moroccan and Algerian RC will update their disaster management strategies and plan of action in line with the national disaster management plan. The Egyptian RC has initiated a similar process.

Disaster management commissions will be reactivated in Morocco, Tunisia and Algeria and adequately resourced. In addition, the National Societies will be strategically positioned for easy deployment of staff in emergencies.

Programme component: Organisational Preparedness

Outcome: The National Societies of Egypt, Morocco and Algeria have formalized adequate structures at national, regional and local level.

The three National Societies will establish disaster management units. Two national intervention teams (NITs) will be strengthened, and North Africa disaster management network will be in place and effective. In addition, 300 volunteers and staff are aimed to be trained in logistics, emergency relief, planning and reporting.

Programme component: Disaster Response

Outcome: North African National Societies are better prepared to address the needs of vulnerable groups in emergencies.

Disaster preparedness emergency and basic stocks are aimed to be in place in Algeria, Egypt, Morocco, and Tunisia according to the needs and vulnerabilities. A regional rapid needs assessment (RNA) will be conducted and country RNAs will be organised in three countries. In addition, one regional simulation exercise and country simulation exercises in Egypt, Morocco and Algeria will be conducted.

Programme component: Mapping and Programming

Outcome: Capacities of communities are increased and vulnerable groups are better involved as direct actors in project development (designing, planning, and implementation).

Algerian, Egyptian and Libyan RC will have increased their mastery of VCA tools and VCA studies will be used as a basis for more focused programming, associating local partners in Algeria and Morocco. The Moroccan RC is aimed to be expanding its VCA pilot programme in six additional regions. VCA case studies will have been developed and shared in the region. Finally, financial support will be made available for community based development programs in Egypt.

Programme component: Risk Reduction

Outcome: Communities are better prepared to cope with stress and risk reduction.

The CBDRR includes disaster response awareness (to earthquakes, floods, climatic changes, and emerging diseases); road safety; domestic accidents; and school and youth programmes. Egyptian, Moroccan, Algerian and Tunisian RC Societies will scale up their CBDRR projects integrating social aspects such as first aid, PSP, educational programs, and road safety, focusing on increasing awareness of youth and women in recognition of their role in the communities' development and mobilization. Local actions will be developed by the communities to reduce the impact of potential adverse effects of a disaster.

Programme component: Tools and Systems

Outcome: North African National Societies have invested in adequate systems and tools to increase an effective service delivery and improve the implementation of their programmes and activities.

Additional disaster management materials and publication will be made available in Arabic and French to increase the National Societies' understanding and application of Humanitarian Charter and Minimum Standard in Disaster Response (SPHERE) standards. The National Societies will be more aware of the secretariat's disaster management tools and mechanisms to provide immediate and efficient response to emergencies. Logistic systems of Moroccan, Egyptian and Algerian RC are aimed to be further improved with the establishment of logistic units, operational procedures, and databases to support disaster management activities. Regional warehouses will be reactivated in six regions to support the work of the NIT/regional disaster response teams (RDRT) and to respond better to chronic emergencies.

Programme component: Population Movement and Migration

Outcome: North African National Societies are better equipped to face population movement and migratory flux in Morocco, Algeria, Tunisia and Libya.

The aim is the creation of a safer environment in concerned communities. Effective relief or emergency health assistance will be deployed in case of need at community level.

Programme component: Partnerships and Networking

Outcome: The North African regional office of the International Federation will continue to liaise with key international or regional partners, including corporate sector to support the National Societies in the region.

International disaster management days will be celebrated and regional and country launches of the World Disaster Report (WDR) will be organized with UNDP, Civil Defence, NGOs and private sector (Morocco and Tunisia). Local partnerships will be developed in Morocco, Tunisia, Algeria and Egypt and networking, knowledge and information sharing, joint training, and activities will be focused on. Fundraising strategies will be developed by Tunisian, Egyptian, and Moroccan RC Societies and shared within their respective branches.

b) Profile of target beneficiaries

Direct beneficiaries of the disaster preparedness projects are defined as those staff and volunteers who are directly trained or supported by the project (4,700 staff, volunteers, and members of the five National Societies). They, in turn, will work with a much larger group of community people in targeted disaster-prone areas who are defined as indirect beneficiaries.

Under the disaster response project, the direct beneficiaries are defined as people affected by a disaster and would benefit from non-food relief items like tents, blankets, jerry cans, plastic tarpaulins, kitchen sets, etc. Beneficiaries are selected as per the criteria developed through the National Societies' assessment in line with the Fundamental Principles of RC/RC and in close collaboration with local authorities. It also includes, as indirect beneficiaries, the communities who will benefit from RC volunteers and staff services, trainings and disaster preparedness and risk reduction awareness programmes. An estimated of two million people are expected to be reached through the disaster management programme in 2009-2010.

c) Potential risks and challenges

Governance and leadership change in the National Societies may be a challenge, along with the integrity issue. Turnover of staff, absence of proper human resources policies, and inadequate management structures are potential risks. Deterioration of the general security situation due to increase of prices, food crisis, violence and terrorism may be a risk. Sensitiveness of programmes such as migration, avian influenza and pandemic preparedness that are linked to national security, or to cultural behaviour like the work done at community level with people living with HIV have to be taken into consideration. This sensitiveness is sometimes translated into reluctance from the public authorities and may complicate the work of the National Societies in their auxiliary role.

Health and Care

a) The purpose and components of the programme

HIV/AIDS, CBFA/first aid including psychosocial support and social/educational projects are the priority components identified by the RC Societies in the region in order to better address the needs of the communities and to reinforce service delivery at grassroots level. Focus will be placed on scaling up the prevention work, fighting against exclusion and discrimination, strengthening of existing networks through a coherent capacity building plan, increasing advocacy and developing new partnerships with key actors.

With regards to HIV/AIDS, the low prevalence represents a unique window of opportunity, to act decisively and in a timely manner. Conversely, there is a risk that complacency may lead to inaction and to increased vulnerability to the epidemic, especially among vulnerable groups and in a context characterized by stigma, lack of information, fear and denial. Support is also required for community led programmes that empower women and community leaders in responding to the changing/emerging

needs of their families and communities, in investing in a more efficient, sustainable and safe development model enhancing the performance and building the resilience of the communities.

The region is also at risk from emerging diseases such as the highly pathogenic avian influenza within the bird population. Since 2006, North African National Societies have initiated preventive work at community level. Egyptian RC and Moroccan RC have launched appeals in 2007, which were successfully implemented in 2008.

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 805,882 (USD 736,638 or EUR 513,301).

Programme component: HIV/AIDS

Outcome: The response to HIV/AIDS and other infectious diseases is developed and scaled up in line with the countries' national strategy.
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Moroccan, Algerian, Tunisian and Egyptian RC are aimed to scale up their peer education projects/activities by 25 per cent. Active and well functioning country and regional networks will be in place and the participation and involvement of National Societies' staff to regional forums, conferences, meetings, and trainings will be supported. Two anti stigma campaigns and promotional activities are planned, and formal partnerships with partners will be further strengthened.

Programme component: CBFA/First Aid
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Outcome: Communities' capacities to reduce vulnerability related to public health preparedness and response are increased.

Community based health includes components such as relief, mother and child care, psychosocial support and road safety. The CBFA programmes will be reinforced in Egypt, Tunisia and Libya through three training of trainers (ToT) and six local trainings in communities according to vulnerabilities.
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The first aid country reference manual is aimed to be completed in Algeria, Morocco and Tunisia, validated by health authorities and adopted as a unique first aid training tool. Integration of first aid/CBFA activities into disaster management programmes will be increased and National Society initiatives or small scale projects will be supported.
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Promotional material are aimed to be produced in Arabic and French, and disseminated by the National Societies. Partnerships with other first aid key partners will be scaled up in each country (two to three new partners associated to RC activities), and professional first aid training will be delivered by Moroccan, Algerian and Tunisian RC as an income generation activity. In addition, interaction and effective services will be provided by the information/communications units at regional and country level.

Programme component: Advocacy and Support to National Society Staff
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Outcome: Support will be provided to National Societies' health staff and advocacy will be focused on.

Health related days will be celebrated and partnership with Media will be enhanced. Production of information kits and promotional tools is aimed. National Society staff will attend international conferences, forums, and educational programmes.
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b) Profile of target beneficiaries

2,300 staff and volunteers are expected to benefit from the community health programmes. In addition, 2,5 million people are expected to be reached by North African National Societies through their community health programmes.

c) Potential risks and challenges

The regional office of the International Federation will continue to work closely with the National Societies and PNSs to forecast potential risks. Avian/pandemic influenza will continue to be a concern. Please refer to the disaster management programme for potential risks and challenges.

Organisational Development/Capacity Building

a) The purpose and components of the programme

The five National Societies have strong potential at national and branch level in terms of human capacities, partnerships and resource mobilization. However, investment in institutional development (human resources, systems and procedures) is crucial for these National Societies to enable them to perform better, to scale up their programmes and activities and to respond to new humanitarian challenges. The regional programme aims to contribute to the development of well functioning National Societies in North Africa which are able to reinforce their position in the civil society through efficient service delivery and advocacy, based on a clear vision and mission regarding their role. This process is a sensitive, long and costly process that requires a mid to long term commitment from the donors. It implies support in governance, branches/headquarters and local committees, reviewing the National Societies internal management systems, improving their human resource (staff, youth, and volunteers), and managerial organization.

Organizational development, together with disaster management, is one of the key priorities in the region and remains a challenge in terms of adequate funding for planned activities.

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 629,946 (USD 575,819 or EUR 401,240).

Programme component: National Society Leadership Capacities
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Outcome: National Societies' governance have been supported upon request through adequate leadership programmes (legal basis, governance, management of organisational development process, strategic planning, structures, integrity, and partnerships) in order to develop and implement strategies to ensure good performance and accountability.

Algerian and Moroccan RC are aimed to have completed, validated, and adopted their four years strategic plans, annual plans and the revision of their statutes. Two regional leadership ToTs will be conducted, in French and in Arabic. A consultation process will be ensured with North Africa leaders and middle managers through regular programme planning review, and visit by the regional office.

Programme component: Branch Development
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Outcome: North African National Societies have improved their branch capabilities and the interaction of volunteers, staff, and members with their communities.
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It is aimed that Moroccan RC's strategic plans are implemented in four pilot regions, once adopted by the governance. Regional cooperation will be reinforced between the National Societies through twinning projects (Tunisia-Libya), and the regional cross border cooperation DRR programme Algeria, Tunisia, and Libya. Coherent programmes and capacity building packages will be developed in Algeria (six regions), Egypt (two regions), Tunisia (one region) and Morocco (four regions). Training material, tools and publications will be made available in French and Arabic.

Programme component: Volunteers and Youth Management

Outcome: North African National Societies have revised and strengthened their volunteers and youth policies, and improved their management (recruitment, mobilization, training, definition of role, tasks and responsibilities).
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Moroccan and Egyptian RC will develop and computerize their volunteers' database, while Tunisian RC will continue to work with local partners and authorities towards the establishment of a legal framework for volunteers (United Nations volunteers/International Federation/Inter-Parliamentary

Union tripartite project). Youth structures will be reinforced at national and local level and increasingly involved in the programme/project management in Algeria, Tunisia, and Morocco – HIV/AIDS, road safety, school programmes, peer education). Effective representation of regional youth structures in international forums, events, and conferences will be in place.

Programme component: Well Functioning National Society

Outcome: North African National Societies have developed clear gender policies, integrated the gender issue across their programme activities, have completed and implemented capacity building plans, focused on social welfare (nation wide grassroots service delivery), and ensured appropriate management tools and systems are in place.

Gender balance will be ensured in National Society programme and activities at all levels. By end of 2010, two National Societies are expected to have outlined the gender issues in their programme design. North African regional network will be in place and gender activities clearly defined and integrated in other RC programmes.

It is aimed that Moroccan, Algerian and Egyptian RC will work out their capacity building plan; and the intensified capacity building (ICB) application for Moroccan RC is successfully implemented while a new application is submitted by Algerian RC. In the meantime, two regional ToT workshops in the field of reporting and resource mobilization are planned to be conducted in addition to three country workshops in financial management, project management, and reporting. Support will be provided to National Societies in bridging the gap through a mapping of their branches Domestic programmes ensuring a nation-wide coverage of grassroots units and services will be focused on. In addition, support will be given to National Societies in investing in appropriate management systems (database, computerized system for logistics, relief, finance, human resources, etc.)

b) Profile of target beneficiaries

Target groups for the organisational development/capacity building programme are the staff of the National Societies, chairmen of branches, heads of departments and programme coordinators, as well as youth and volunteers.

The beneficiaries of this programme are the same beneficiaries (direct and indirect beneficiaries) as for the disaster management, health and care and Principles and Values programmes of the National Societies. The longer term expected impact of the provision of the services to vulnerable people will be measured through the indicators defined at programme purpose level. The immediate impact of the International Federation's support to organisational development programmes will be measured in terms of its reach to National Society staff and systems.

c) Potential risks and challenges

Willingness of National Society headquarters to invest in adequate structures, staff and volunteers may be a challenge. Please refer to the disaster management programme for further potential risks and challenges.

Principles and Values

a) The purpose and components of the programme

Within years, the National Societies are improving their communication skills, increasing their visibility in programmes, raising their profiles and adding value through better advocacy. Dissemination of the Fundamental Principles of the Movement and its Values across the spectrum of RC activities influences behaviour at the community level and contributes to building healthy civil societies. Increased focus needs to be placed on vulnerability resulting from disasters, non-discrimination towards people living with HIV and AIDS, the handicapped and the elderly, promoting the empowerment of women, and on increasing appropriate advocacy for migrants.

Some activities related to Principles and Values are included in the components related to disaster management, health and care, and organisational development.

Programme purpose

To promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion

The Principles and Values programme budget is CHF 690,012 (USD 630,724 or EUR 439,498).

Programme component: Promotion of Fundamental Principles and Humanitarian Values

Outcome: Communities in North Africa reached by RC volunteers are better aware of the RC Principles and Values and de facto increasingly involved in the RC activities Migration programs in Morocco, Algeria and Tunisia is responding to the current vulnerability resulting from the migratory flux Information/Communication strategies and plans are in place to support RC programs and activities Common RC/RC Movement position is supported by adequate advocacy material.

A regional campaign will be arranged, followed by a regional workshop to evaluate the campaign, its impact and outcome. Algerian, Tunisian, Libyan, Moroccan, and Egyptian RC are planned to have defined their position, discussed it with their concerned authorities, and adopted respective country policies and plans of action.

In 2009, the regional office, together with Moroccan RC, will implement a large programme focusing on communities hosting migrants and the creation of safer environments for the vulnerable migrants. On the other hand, by end of 2010, together with North African National Societies, the regional office plans to launch a regional appeal to support the Red Crescent Societies the field of migration.

The National Societies of Morocco, Egypt, Algeria and Tunisia will adopt strategic approaches, structures and an active network with the Media. The National Societies of Morocco, Egypt, Tunisia, and Libya will continue to improve and update their website to reflect better the RC's position and activities. Harmonized communication support will be provided by the RC/RC partners, and materials and tools will be made available in Arabic and French. North Africa National Societies are planned to be in a position to produce their own promotional material, leaflets, newsletters, and publications.

b) Profile of target beneficiaries

Please refer to the disaster management, health and care, and organisational development programmes.

c) Potential risks and challenges

Security and violence are becoming increasingly important destabilizing factors and, together with the possibility of a major disaster, are considered the main risks for programme implementation and achievements of the outcomes in Algeria, Egypt and Morocco.

Internal crises, resulting from the change process undertaken by some National Societies, can also lead to activities slowing down, being frozen or postponed as in the cases of Algeria and Tunisia. The regional representation is closely monitoring the situation and keeps its main donor counterparts well informed of the situation.

As in the other programmes, another risk identified is the sensitiveness of programmes. This is addressed through ensuring large community awareness programmes involving community leaders.

Role of the secretariat

The secretariat's budget for its support role is CHF 201,015 (USD 183,743 or EUR 128,035).

a) Technical programme support

The regional support plan for 2009-2010, in line with the Global Agenda of the International Federation, focuses on facilitating the development of the five National Societies by building their capacities and

providing technical support to four core areas. To help the Red Crescent Societies of North Africa, the regional representation will adopt a flexible approach to meet the diverse needs of the National Societies, supporting country tailored approach but also ensuring continuity, knowledge sharing, bringing expertise and providing a regional platform through the development of active networks, pools of experts and exchange programmes.

b) Partnership development and coordination

Regional coordination is based on the third strategic direction of the International Federation's *Strategy 2010*: "to work together effectively through programme coordination, long term partnership and funding as well as more active advocacy". As such, the regional office actively supports regional exchange, cooperation and networking. All these components are fully integrated in the approach developed for programmes under the International Federation's four core areas.

The regional office will continue to develop its contact with regional development institutions, development banks, donor missions, EU and UN agencies and other key NGOs to investigate potential for cooperation and future partnerships. Through valuable and long term partnerships and alliances, North African National Societies will be enabled to advocate on behalf of the most vulnerable and mobilize support to respond to their needs through effective delivery of programmes and services.

The National Societies, which are already experiencing good relations and contacts, are developing with the assistance of the International Federation a more structured and strategic dialogue with their respective ministries on basis of concrete program delivery. As a consequence, they are also increasingly engaged in a re-definition of their role within the civil society, a re-positioning process, which creates opportunities to explore the new cooperation model. Many National Societies have since the last two years formalized agreements with international organizations. On basis of recent successful approaches, direct contact with the National Societies to increase and build partnerships with the corporate sector are strongly supported and encouraged.

c) Representation and Advocacy

North African National Societies are active in marking different RC/RC events (World RC/RC day, First Aid Day, Tuberculosis Day, Blood Donation Day, Road Safety weeks, World AIDS Day, etc.); using these days as an opportunity to strongly advocate on humanitarian challenges faced. The regional office is supporting and will continue in 2009-2010 to reinforce information and communication capacities of the National Societies, to develop communication strategies, to work better on the Red Crescent image, and to raise the visibility on RC activities. Together with ICRC and other partners including the corporate sector, the regional office supports the National Societies to develop their advocacy strategy, developing adequate tools and material and using celebration of thematic days, networks, international forum, conferences relevant to the International Federation's Global Agenda and Framework for Action, to position the RC/RC Movement.

The 2009-2010 plan for North Africa provides many opportunities for National Society governance and middle management to reinforce their advocacy role through the development of strong positioning within the civil society, increased program effectiveness, new partnerships in key areas, and communication and visibility strategies.

Promoting Gender Equity and Diversity

Although progress on gender indicators and gender equality in North Africa has been recorded over the past few years, the gender gap remains a challenge for the region. Significant advances have been made on social gender indicators, notably faster improvements in female education than any other region, while progress on gender empowerment indicators such as participation in the economy and politics have lagged behind. There are great intra-regional disparities in women's participation in the economy and the extent to which this participation has increased or decreased. There has been an increase in Algeria and Tunisia, while Morocco has seen a decrease. Despite an annual growth in the GDP, most North African countries continue to struggle with high unemployment rates and women are disproportionately at risk. The widest gap between male and female unemployment can be seen in Egypt.

Following the operational framework, the MENA gender network, three objectives define the agenda for the regional representation's support in 2009-2010: upgrading knowledge and skills of women in the National Societies; considering the specific needs, capacities and vulnerabilities of women and men in the programmes; and increasing the involvement of women at all levels of the societies. Training and networking are key components as well as empowering women through RC activities and participation in project management. All National Societies have been encouraged to develop a more specific plan of action, with time-lines, including the following: revising at least one of their current programmes from a gender perspective; updating data on the participation of men and women in their National Society; and designating a gender focal point if a National Society has not yet done so.

Quality, accountability and learning

Efficient and timely support is provided to the National Societies in North Africa on the basis of approved regional strategies and country plans. Focus is placed on developing National Society capacity building plans to improve the management, accountability of programmes supported by the International Federation. The efficiency and effectiveness of the International Federation work and assistance correlates directly with the willingness and capacity to promote open and transparent cooperation based on agreed and shared goals, priorities set up by the National Societies and the ability to work together by using existing resources and structures. Expertise, potentials and resources are present in the region. The regional representation will continue in 2009-2010 to map, analyze and share among the National Societies, thus allowing them to call upon inter-regional expertise whenever needed.

All these measures will together increase data driven systems and procedures geared towards enhancing a transparent, flexible and accountable management system.

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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