

Plan 2009-2010



International Federation
of Red Cross and Red Crescent Societies

Middle East and North Africa Zone

Executive summary

The Middle East and North Africa (MENA) zone has developed three major strategic management priorities which are based on a firm commitment to the *Federation of the Future* framework and a thorough needs-based assessment of stakeholder interests, most notably that of the National Societies in the MENA region representing the beneficiaries in local communities.

1. **A strategic dialogue** co-organized by the International Committee of the Red Cross (ICRC) and the International Federation's MENA zone with leaders of the National Societies in the region will be established and continuously followed up as policy and strategic humanitarian priorities are formulated in a collective decision making process.

A high level annual meeting will bring together presidents and/or secretary generals of National Societies to identify and tackle strategic areas of coordination as well as other relevant policy and operational issues. The leadership meeting will be followed by semi-annual meetings at the level of experts/practitioners on the basis of the agreed upon priorities and issues identified by the MENA leaders.

This strategic process will be supported by a regional MENA conference in 2009 which will focus on two or three key areas of strategic importance as formulated during the strategic dialogue process.

2. The MENA zone will direct and support a region-wide process of developing a strong **collective vision for technical and operational excellence** in areas of disaster management, health and care, capacity building and dissemination of Principles and Values.

Most notably the zone will develop and lead technical networks in disaster management, health and care, psychosocial support, youth and volunteering (organisational development) and ensure that standardized plans of action (PoA) developed in network meetings are followed up on in National Societies of the region ensuring concrete outputs on country levels are documented according to standardized indicators.

3. The MENA zone will **actively broker new regional partnerships** based on global and regional humanitarian initiatives in support for scaling up country/local service delivery programmes. In this process, the focus will be on building partnership in sectoral areas such as disaster risk reduction (DRR) with the World Bank, United Nations International Strategy for Disaster Reduction (UNISDR) and multilateral government donors or regional road safety with the secretariat in Geneva and private sector donors.

The zone is also committed to supporting the International Federation's internal operating model of global and operational alliances and will actively facilitate partnerships between all Red Cross/Red Crescent (RC/RC) Societies working together to pool their resources for scaled up country/local results.

This plan and budget will include planning priorities developed with the Jordan Red Crescent, Syrian Arab Red Crescent and the Iranian Red Crescent and is based on the principle of complementarity with global plans developed in Geneva and country plans developed by the International Federation's country representatives in the MENA region.

The Iran country plan is integrated in the MENA zone plan and aims to address the needs of the Iranian RC in an effective and sustainable manner as well as to assist the National Society in providing better services to the disaster victims through its increased capacity. [Click here to go directly to the 2009-2010 plan for Iran.](#)

The total 2009-2010 overall budget is CHF 9,659,722 (USD 8,829,728 or EUR 6,152,689), from which CHF 4,000,000 is already covered under the core funding. [Click here to go directly to the attached summary budget of the plan \(excluding the core funded component\).](#)

MENA zone context

The MENA region is well known for its chronic emergencies associated with deep-rooted conflicts as well as the more recent conflict in Iraq and its devastating impact on the civilian population and the surrounding countries. The MENA region is also known for its common aspirations based on a shared history, and cultural heritage; as well as for its diverse socio-economic conditions. The International Federation works with its member National Societies to address the impact of such man-made disasters as well as to minimise the effects of natural disasters and public health emergencies. The International Federation supports the National Societies in the MENA region through strengthening the community based health programme components; focusing on disaster preparedness and risk reduction capacities of the vulnerable communities; and on the organizational development of the National Societies through capacity building and institutional development initiatives; as well as on promoting diversity and human dignity through the Humanitarian Values programmes.

The overall goal of the MENA zone plan is to contribute towards the achievement of the Global Agenda Goals. The strategy of the zone will be more focused on areas where the RC/RC Societies can make a difference, on utilizing regional resources and expertise, and engaging the leaders of the National Societies in a strategic dialogue on humanitarian policies and practices. This strategy will capitalise on the lead role of the National Societies in each country of the region.

Secretariat supported programmes in 2009-2010

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

Disaster Management

a) The purpose and components of the programme

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| Programme purpose |
| To support the MENA National Societies in developing a strong collective vision of disaster management excellence in the region. |

The disaster management programme budget is CHF 1,971,027 (USD 1,801,670 or EUR 1,255,431).

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| Programme component: Disaster Management Planning |
| Outcome: MENA National Societies strengthened a collective vision of disaster management excellence and established a high level of regional coordination in planning for priorities and results in regional and national disaster management plans. |
| The MENA zone office will continue to strengthen the collective vision of disaster management as a flagship programme in the region by: |
| <ul style="list-style-type: none">• Convening the network of National Society disaster management directors/coordinators to establish both regional and national priorities for collective action based on a MENA disaster management PoA which informs the region's joint commitment to disaster management excellence.• Working with MENA National Societies and outside consultants in developing an operational strategy for a regional disaster management excellence plan. |

- Providing technical support to MENA National Societies to implement the priorities as developed in the MENA disaster management PoA while increasingly using regional resources.
- Strengthening the regional human resource through focussed trainings, use of disaster management structures such as the national disaster response teams (NDRTs), building peer to peer learning opportunities and ensuring a focus on retaining excellent people.
- Supporting a new cadre of regional disaster management focal points in areas such as water and sanitation, logistics, risk reduction and contingency planning.
- Supporting MENA National Societies to raise funds for their disaster management plans as part of larger global or regional initiatives.
- Supporting a review and the strengthening of MENA wide logistics capacities most notably with the Iranian RC as a partner.

Programme component: Disaster Risk Reduction and Community Preparedness

Outcome: MENA National Societies have scaled up their community risk reduction portfolio and engaged in larger community preparedness programmes based on a global commitment formulated in the Hyogo Framework for Action and other global pandemic preparedness initiatives.

The MENA zone office will actively support and broker the resources and relationships for MENA National Societies to build resilient communities by:

- Engaging as a broker of global partnerships and for funding opportunities such as the International Federation's Global Alliance for Risk Reduction, UNISDR Cairo, World Bank Global Facility for Risk Reduction, the Japanese Social Development Fund and other interested donors with MENA National Societies and their local delivery structures.
- Engaging in the International Federation's Global Alliance for Disaster Risk Reduction with technical support to two countries (Syria and Morocco).
- Ensuring technical support for quality implementation of tools such as the vulnerability and capacity assessment (VCA) while building the national and local human resources for quality implementation.
- Ensuring proposal writing support and quality review of local DRR action plans.

Health and Care

a) The purpose and components of the programme

Programme purpose

- **To support MENA National Societies in developing a strong collective vision of community based health and care delivery excellence in the region.**
- **To provide technical assistance to strengthen the MENA National Societies to respond to emergencies in public health, community based first aid including preparation against pandemic health risks and developing a stronger capacity to deal with the psycho-social needs of traumatized segments of the population.**

The health and care programme budget is CHF 958,770 (USD 876,389 or EUR 610,682).

Programme component: Health and Care Planning

Outcome: MENA National Societies have strengthened a collective vision of health and care excellence and established a high level of regional coordination in planning for priorities and results in national health and care programming.

The MENA zone office will continue to strengthen the collective vision of a the health and care programme in the region by:

- Convening the network of National Society health and care directors/coordinators to establish both regional and national priorities for collective action based on a MENA health and care PoA which informs the region's joint commitment to health and care excellence.
- Convening the network of psycho-social support directors/coordinators to monitor and review the MENA psycho-social support programme (PSP) PoA.
- Providing technical support to MENA National Societies to implement the priorities as developed

in the health and care PoA.

- Brokering National Society participation and resources in Global Health Alliances (HIV and AIDS, Measles, Human Pandemic Preparedness, Climate Change/Migration in Northern Africa) and movement driven Operational Alliances (community based scaling up of health services).
- Strengthening the regional human resource through focussed trainings, building peer to peer learning opportunities and ensuring a focus on retaining excellent people.
- Supporting a new cadre of regional health and care focal points in areas such as HIV/AIDS, public health in emergencies and community based primary health care.
- Supporting MENA National Societies to raise funds for their health and care plans as part of larger global or regional health initiatives.
- Providing managerial and technical oversight to the Global Human Pandemic Preparedness Initiative in two countries (Egypt and Morocco).

Programme component: Scaling Up Health and Care Priorities

Outcome: MENA National Societies have scaled up their community health and care priorities based on priority needs and a strengthened capacity to deliver community based health and care services.

The MENA zone office will actively support and broker the resources and relationships for MENA National Societies to build safe and healthy communities by:

- Supporting a review and the strengthening of MENA wide local health and care service delivery to scale up a reach to beneficiaries according to the global International Federation health and care strategy.
- Initiating a regional mapping of programme priorities and resources.
- Scaling up PSP support to National Societies as part of an integrated programme design in disaster management and health and care.
- Engaging as a broker of global partnerships and for funding opportunities such as the International Federation's Global Alliance for HIV and AIDS, the PSP Reference Centre, the Global Partnership against Measles and Malaria, United States Agency for International Development (USAID) Human Pandemic Preparedness Programme and other interested donors.

Organisational Development/Capacity Building

Programme purpose

- **To support building a collective vision of MENA National Societies' roles and responsibilities as lead civil society actors and formulate a joint direction.**
- **To support building stronger technical and managerial capacities for service delivery.**

The organisational development/capacity building programme budget is CHF 1,785,358 (USD 1,631,955 or EUR 1,137,171).

Programme component: Strategic Leadership Dialogue and National Society Strategic Roles and Responsibilities

Outcome: A collective vision of MENA National Societies' roles and responsibilities as lead civil society actors is formulated and a joint way forward is agreed upon with National Society leadership.

The MENA zone office will actively support and broker the resources and relationships for MENA National Societies to define a joint leadership vision and direction by:

- Initiating and continuing to organize a strategic dialogue between MENA National Society leaders, the ICRC and the International Federation to identify policy and strategy priorities for the MENA zone.
- Facilitating a semi-annual technical work group of practitioners to follow up on priorities agreed upon by National Society leaders.
- Integrating policy and strategy priorities into other existing network agendas and sectoral action plans.

- Advocating for agreed upon policy and strategy priorities with internal and external stakeholders.
- Organizing a MENA conference around a few priorities as developed at the strategic dialogue meetings.

Programme component: Concrete Technical and Managerial Capacities

Outcome: Technical and managerial capacity of National Societies to scale up community based service delivery is supported.

The MENA zone office will actively support and broker the resources and relationships for MENA National Societies to build their technical and managerial capacities to deliver services by:

- Supporting proposal writing and implementation of intensified capacity building (ICB) grants in the MENA zone.
- Strengthening programme quality research and best practices around building the human resource for local service delivery.
- Facilitating technical trainings in areas of financial management, compliance with donor requirements, planning, monitoring and reporting and volunteer management with a special focus on gender and youth.
- Brokering resources and alliances with donors and technical agencies specialized on building capacities for service delivery in local settings.

Programme component: Technical Capacities in Communications and Resource Mobilization

Outcome: Technical and managerial capacity of National Societies to communicate, advocate and mobilize resources more effectively is supported.

The MENA zone will support a pro-active approach to a new communications and branding strategy for MENA RC/RC by:

- Initiating a MENA National Society communicators network which will develop a new MENA communications strategy and platform to increase brand equity for RC/RC services with critical stakeholders.
- Building partnerships with media outlets such as Al Jazeera and Al Arabiya as well as other news platforms such as the Humanitarian Channel in Abu Dhabi to allow MENA National Societies to position their humanitarian services with a larger regional audience.
- Developing new communication materials to support the MENA RC/RC branding strategy.
- Brokering media training for critical RC/RC leaders and staff.
- Brokering resource mobilization training for critical RC/RC staff.

Principles and Values

Programme purpose

To support the promotion and dissemination of Fundamental Principles, and ensure that Principles and Values are incorporated in all programming with a special focus on gender, diversity and targeted vulnerability concerns.

The principles and values programme budget is CHF 602,299 (USD 550,548 or EUR 383,630).

Programme component : Principles and Values Management Planning

Outcome: MENA National Societies have a strengthened collective membership vision on how to advocate for, and educate internal and external stakeholders in, and apply Movement Principles and Values in MENA programming.

The MENA zone office will continue to strengthen the collective vision of Principles and Values planning in the region by:

- Organizing a Principles and Values forum in MENA with the technical support from Geneva on developing content and strategic messages.
- Advocating for the need to re-energize and better structure gender initiatives in the MENA region.
- Supporting MENA selected youth candidates piloting the Principles and Values skills based training initiative including the Solferino initiative.

- Supporting a gender training course in 2010.
- Integrating gender specific training units into all technical network meetings (disaster management, PSP, health and care as well as youth and volunteering).

Role of the secretariat

The secretariat's budget for its support role is CHF 342,267 (USD 312,859 or EUR 218,005).

a) Technical programme support

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

b) Partnership development and coordination

The MENA zone will continue to build partnerships on a regional and global level with:

- a) National societies in and outside of the region to develop effective operational alliances on country levels based on the best practices established in Yemen and Palestine.
- b) Regional entities such as the UNISDR to establish a community based organisation driven DRR platform for MENA or the regional road safety initiative.
- c) Global organizations such as the World Bank Global Facility for Disaster Risk Reduction or USAID on Human Pandemic Preparedness.

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

c) Representation and Advocacy

The zone will advocate vigorously for the role of the National Societies as one of the pre-eminent civil society actors in their respective countries and ensure that donors and other stakeholders understand the value of a National Society that can deliver services on a community level through a network of paid staff and volunteers on a cost effective level. It will be ensured that exponents of the National Societies get opportunities to meet with critical stakeholders to showcase their capacities and local results.

The zone will use regional fora to advocate for the strength of National Societies to implement global and regional initiatives which are currently not achieving adequate results and in that process highlight the power of National Societies to mobilize local capacities to scale up service delivery in distinctive areas such as the Hyogo Framework for Action or the health Millennium Development Goals.

Promoting gender equity and diversity

The zone will be putting emphasis on gender, diversity and equity through a number of specific initiatives and to some extent based on the findings of the regional Iranian RC programme. Most notably, the zone will organize a Principles and Values forum in MENA, advocate for the need to re-energize and better structure gender initiatives in the MENA region, support integration of gender and diversity programmes in all technical network meetings and support a gender training course in 2010.

Quality, accountability and learning

The zone will further accountability and learning by working closely with the movement cooperation unit in Geneva and also developing its own initiatives. One area of learning and quality control will be around implementation of the new operating model and how to improve management of operational alliances. Another area of learning will be on how to use networks effectively as centres of regional

technical expertise in order to improve operational excellence in the overall region's programming. The zone will be an active participant in two already planned learning conferences in Geneva.

The zone is also discussing more creative ways of conducting accountability control in country programmes so to ensure that reporting and programme results are correctly reflecting the on the ground realities. Effective systems and structures in MENA National Societies is a concern and future capacity building efforts must prioritize the need to build better systems including highest standard quality control and compliance frameworks.

The regional technical networks will have to focus more on accountability and lessons learnt reporting as part of a collective learning experience. The zone will suggest a separate annual accountability and lessons learnt report by the different networks.

| How we work | |
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| <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 | |
| <p>For further information specifically related to this plan, please contact:</p> <ul style="list-style-type: none"> • In MENA Zone: Mr. Marwan Jilani, Head of Zone Office (temporary in Amman); email: marwan.jilani@ifrc.org; phone: +962 6 562 79 34; and fax: +962 6 569 45 56 • In MENA Zone: Mr. Eduard Tschan, Deputy Head of Zone Office; email: eduard.tschan@ifrc.org; phone: +962 79 504 29 22; and fax: +962 6 569 45 56. | |