Executive Summary
The complexity of humanitarian challenges in the Middle East and North Africa (MENA) historically derives from the pre-existing causes - the long running conflict, instability and displacement in the Middle East as well as vulnerabilities related to natural disasters and socio-economic factors in most parts of the region. The humanitarian consequences of the recent civil unrest have exacerbated the situation across the region especially for the most vulnerable with minimal coping capacities.

The evolving context also provides opportunities including opportunities to enhance NS development with consolidated capacity building and facilitating transition and development in the changing socio-economic and political context. In addition to building up capacities, including disaster preparedness and response capacities as a matter of immediate requirement, the Federation’s strategic framework of support to the NSs will also focus on maximizing the opportunities through which they can re-position themselves in the changing context with a process of transition that can solidify the basis for sustainable NS development with well-defined and consolidated their auxiliary role and humanitarian mandate. The strategic framework of support will enable to achieve the key objective to develop strong NSs that can operate as effective and credible organizations maximizing their services to the most vulnerable. Effective implementation of the framework will also enable the NSs (especially the Gulf NSs in high income economies) to realize their full potential with optimal contribution to humanitarian endeavours at national, regional and global levels.

NS development in a changing context: strategic framework of support

strong NSs
doing more, doing better, reaching further

capacity building: people, policies, procedures, resources

NS self assessment & development
1. Who are we?

The MENA zone consists of three sub-regions (North Africa, Middle East and the Gulf). The Federation has a regional representative office for North Africa (based in Tunis) and for the Gulf (currently in Amman), as well as country offices currently in Yemen, Iraq, Palestine, Israel, Lebanon and Syria. The zone office, currently based in Amman, is expected to move to Beirut by the end of 2011.

2. Who are our stakeholders?

The MENA zone supports 18 National Societies (seven National Societies in the Middle East, six in the Gulf and five in North Africa). There is no National Society as yet in Oman. Within the bounds of the specific context in each sub-region, considerable variations exist in terms of how the National Societies are organized and manage their programmes and services.

The Gulf Region

This region is not conducive for sustainable agriculture and has been dependent on imported food. On average, it is estimated that the countries in the region import up to 60 percent of food supplies. There is a risk that when oil and other natural resources diminish in the future, the region cannot maintain the same level of dependence on food supply.

Declining living standards and increasing inequality have been of concern for some time. In the absence of well-developed social security policies, the livelihoods of growing numbers of vulnerable workers may come under further threat. The vulnerable workers include the region’s large cohorts of migrant workers accounting for more than 60 per cent of the national labour force in most of the countries in the region.

Poverty and vulnerability are widely prevalent especially in Yemen with the overwhelming majority of the population lacking access to the basic necessities of life including health and education. Moreover, the overall trend for all the Gulf countries may not be favourable. A prolonged slowdown in the international economy is likely to cause remittances, job creation, tourism and overseas development assistance (ODA) to decline and unemployment to increase, particularly among the youth.

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. Seismic vulnerabilities are high while current building codes lack seismic provisions.

National Societies The Gulf Region consists of the National Societies of Bahrain, Kuwait, Qatar, Saudi Arabia, United Arab Emirates and Yemen. There is no National Society in Oman.

Potential Most of the Gulf NSs have a high level of comparative advantage in terms of resource mobilization from domestic sources. With the right package of capacity building support, most of them can quickly advance to a higher stage where they can more significantly contribute to humanitarian endeavours at national, regional and global levels.

Common challenges/opportunities In the focus group discussion the MENA Zone carried out in 2010 assessing opportunities and challenges in the process of alignment with Strategy 2020, the representatives from the Gulf NSs highlighted the key areas of common concern:
• How to maintain the required balance between the need to enhance contribution to humanitarian endeavours in a global context without losing sight of the needs within the national/local context.
• How to ensure better connectivity and visibility reflecting the full impact of the growing contribution the NSs make for humanitarian work around the world

Other common challenges and opportunities were also identified during the consultation:
• Optimal substantiation of NS auxiliary role with adequate recognition of the need to maintain the required level of independence in the process of engagement with and mobilization of support from governments
• Strengthening NS volunteering and membership base as a prerequisite for effective service delivery based on sustainable capacities
• Further development and maintenance of stronger NS resource base and preparedness to ensure scaled up results in service delivery saving lives in time of emergencies and improving livelihoods with increasing contribution to development including healthier living
• Increasing efficiency and effectiveness through comprehensive human resources development and improvement of systems and procedures.
• Further development of broad-based strategic and operational partnerships with a growing culture of working together more effectively.

Common areas of focus
The consultation with the Gulf NS representatives led to a consensus around the following common areas of focus
• Comprehensive NS strategies based on overall assessment/analysis of internal and external environments and aligning national/local priorities with S2020 aims and enabling actions
• Improvement of national and branch level planning and management of programmes and projects with regular management/coordination meetings involving both policy makers and operators at the various levels of NS structures and operations
• Intensified use of communication, media and humanitarian diplomacy with increased positioning and engagement with governments and other actors to strengthen humanitarian work nationally and internationally
• Increased outreach and networking within schools and higher institutions of learning which can play a significant role in promoting the humanitarian agenda by including some of the key areas in their curricula
• Enhanced cooperation and coordination to realize the objective of working together more effectively
  o The NSs to work together on common initiatives that encourages greater collaboration working on the same objectives, common approaches and resources
  o A regional working group to be established to coordinate and harmonize efforts in times of emergencies and during normal times working together on thematic areas
  o The working group to facilitate periodic regional consultations and coordination meetings involving policy makers and operators as well as the planning and implementation of initiatives jointly established by the NSs
  o The National Societies to develop and work on a common data bank to improve tracking of their operations at all levels
  o International cooperation to be based on an agreed framework of collaboration between the host NSs and other NSs working as partners.
  o The National Societies to pay greater attention to capacity building and sustainability of the host NSs to ensure effective implementation of joint efforts in international work
The North Africa Region

Human development indicators show the prevalence of relative poverty and vulnerability in the North Africa region. With smaller holdings and little investment in agriculture, household production faces difficulties in meeting subsistence requirements or developing specialized export crops. Household expenditures on food are high - more than half of the annual budget, on average.

Particular vulnerable groups include the urban poor, rural landless laborers, pastoralists, 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.

Most of the rural population is directly affected by climatic variations. Reduced food supplies and high prices immediately affect landless labourers who have little savings. The effect on agriculturists and pastoralists depends on how much surplus they produce and the relative terms of trade (e.g., between food and livestock). A dramatic increase in urban poverty has been noted in the past decade representing one of the consequences of stagnant rural development and high population pressures. The urban poor are indirectly affected by climate change through changes in prices and regional investment.

Migrants from the Sub-Saharan Region living in North Africa are also exposed to extreme conditions of vulnerability with those who continue their journey to Europe, often referred to as “boat migrants”, facing even more 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.

The National Societies The Red Crescent network in North Africa includes the National Societies in Algeria, Egypt, Libya, Morocco and Tunisia.

Potentials With the Egyptian RC representing the first NS to be established within MENA over 100 years ago, the North Africa NSs have a long experience in the delivery of humanitarian and social services. Their accumulated experience provides a strong basis to consolidate their effort in the implementation of S2020.

Common challenges/opportunities the main challenges and opportunities highlighted during the consultation with the North African NS leaders include the following:

- Need to ensure a critical balance between the effort to increase influence and support with enhanced role as auxiliary to public authorities and the need to maintain the required distance which will enable the NSs to work with communities with a degree of independence and neutrality
- Improvement of NS services and capacities with stronger auxiliary role and more sustainable local level outreach to work more effectively with communities
- Effective and sustainable partnerships at all levels,
- Comprehensive focus on both emergencies and development scaling up NS role towards international humanitarian and development assistance
- More effective development and use of volunteers including youth volunteers
- Advocacy and humanitarian diplomacy, and
- Development and maintenance of a culture of performance and accountability with more effective planning, monitoring and reporting in the implementation of S2020

Common areas of focus

- More integrated approach and impact in service delivery linking emergency response to recovery and long term development in the implementation of S2020.
• The NSs to step up efforts to ensure continuity/sustainability of the solidarity that is often generated in time of emergencies to support long term recovery and development.

• Greater positioning and influence consolidating NS auxiliary role to enhance service delivery at all levels

• Greater leveraging of NS special capacities and mandates to enhance credibility with increasing relationships with partners including the communities as primary stakeholders in RC/RC services and programmes

• Capacity building of volunteers/youth to enhance NS development. All training to be done based on specific NS needs and diagnosis ensuring relevance, ownership (by the NSs), cost effectiveness and sustainability

• Greater cooperation and coordination among the components of the Movement as well as with the Centre of Mediterranean Cooperation (CMC) which also focuses on the common areas of concern including migration, reduction of violence and climate change

• Alignment with S2020 strategic aims and enabling actions with the specific NS needs and priorities based on the required degree of sensitivity and flexibility and taking into consideration the specific NS contexts in terms of their auxiliary role and the overall dynamics in which they work with other partners

• Maximization of the use of media, communication and humanitarian diplomacy as part of the effort to improve performance, image and credibility as key factors for success

• Realization of the full potential of peer to peer support among the NSs within the region and beyond based on needs, capacities and comparative advantages that can promote cooperation with increasing synergy and complementarily.

• A more proactive role in the development and implementation of a code of conduct for humanitarian organizations and civil societies in time of emergencies in coordination with concerned organizations including the Arab RC/RC Organization (ARCO) especially in the facilitation of ratification of the code.

• Joint follow up mechanisms to monitor progress of implementation of decisions and recommendations from meetings and conferences at various levels

The Middle East Region
The Arab-Israeli conflict, which has been going on since the establishment of the State of Israel in 1947, represents one of the world’s major unresolved conflicts. The direct or indirect consequences of the conflict, sectarianism and the persistent lack of security dominate the overall context of instability and vulnerability in the region which also deals with the very high concentration of war refugees and displaced persons. The fragile stability in Iraq after the war in 2003 and the current stand off related to the nuclear issue in Iran significantly contribute to the complexity of the political and humanitarian context in the region.

The overall economic forecast is mixed for most of the countries in the Middle East. Stronger recovery in the MENA region will support remittances, tourism receipts and capital inflows, providing a cushion for the relatively closed Levant countries of Jordan, Lebanon and Syria. But weaker external demand is likely to keep growth rates below potential. Inflationary pressures are likely to rise as central banks maintain a loose monetary stance and commodity prices increase. In addition, the rise in fuel and food costs will exacerbate weak fiscal and external positions, necessitating fiscal tightening.

The National Societies The RC/RC network in the Middle East consists of the National Societies in Iraq, Iran, Israel, Jordan Lebanon, Palestine and Syria.
Potentials Most of the Middle East NSs have long standing experiences in emergency operations related to man-made and natural hazards. The accumulated experience in this respect often comes handy to facilitate peer to peer support within and outside the region.

Common challenges/opportunities

- The need to intensify cooperation and coordination not only in service delivery but also in advocacy to influence the humanitarian situation in the region.
- Increased focus on protection of human dignity with unrestricted access to victims ensuring the safety and security of personnel undertaking humanitarian missions
- A stronger culture of consultation and NS participation to improve cooperation and coordination with increased clarity and complementarily of roles and approaches and stronger communication and networking

Common areas of focus

- Adequate alignment between Strategy 2020 objectives and the specific NS priorities based on specific NS strategies and plans
- Increase the focus on IHL in a joint effort to improve the deteriorating humanitarian situation with increased protection of human dignity including access to victims
- Comprehensive and effective review of the implementation of Strategy 2010 as a basis for the implementation of Strategy 2020 based on specific and measurable performance indicators
- Improvement of quality and quantity of training based on well established NS needs, cost effectiveness and impact
- More comprehensive and transparent analysis of NS capacities, priorities and gaps in order to work together to overcome common challenges.
- Increased promotion of NS activities within the region and internationally in cooperation with partners
- Development of strong NSs to ensure effective service delivery in a wider context of a strong Federation
- Ensuring a greater level of performance and accountability with improving prospects for the ME NA NSs to qualify for certification and accreditation
- Effective development and utilization of youth with the appropriate organization and management to enable them to maximize their contribution to community services as key NS stakeholders

The changing socio-economic and political dynamics –The Arab Spring

The recent events, represented by a rising tide of civil unrest, have been sweeping the Middle East and North Africa (MENA) Region since the beginning of 2011. In many ways, the events are not only unexpected but also unprecedented. With the overall movement often referred to as the ‘Arab Spring’, it is also qualified by some observers as “a tectonic shift’ that can alter the long-established socio-economic and political order since the end of the colonial era in the middle of the 20th century. The events and trends exhibit similar patterns and some specific features.

In most cases, the movement is seen as a historical phenomenon that embodies both hopes and risks. In overall terms, the events and trends have created a favourable environment for fundamental constitutional changes while in other cases; the events have led to political reforms including change of governments with a potential for greater stability, progress and prosperity. However, a considerable degree of uncertainty also exists as to whether and how the desired changes will be achieved in each and every case.

While it is still early to foresee where the next developments will lead the region, the increasing uncertainty and volatility have dramatically raised the need to ensure enhanced RC/RC preparedness and response capacities. The changing context represents both an opportunity and a challenge for the
National Societies to re-position themselves within the changing socio-economic and political dynamics with stronger mandates and capabilities that can enable them to operate as effective and credible organizations. The changing context also influences the way the Federation supports the NSs based on a broad strategic framework that enhances their capacities and facilitates their efforts with a process of transition and transformation within the changing context.

3. Where have we come from and what have we done so far?
Ensuring effective and comprehensive support to the NSs in the implementation of Strategy 2020 requires a well-defined and coordinated approach with specific and complementary roles at zonal, regional and country levels.

At zonal level
The Zone has been facilitating the roll out of Strategy 2020:

- A zone–wide alignment framework has been developed on a series of consultations with NS leaders and the common features and trends that emerged from the consultations in terms of key NS capacities and challenges.
- The zone-wide alignment framework represents an umbrella reference for the broad-based match up between the overall MENA NS priorities and the ‘catalogue’ of services the MENA Zone will provide to the NSs in the implementation of S2020.

The catalogue of services to be provided by the MENA Zone/Federation Secretariat as capacity building support/membership services to the NSs will be further adapted to the specific conditions at regional and/or country levels and in view of the emerging realities related to the civil unrest. The services from the zone and or from the global Secretariat mainly focus on coordination, policy, standardization and quality control. The services from the Zone and/or from the Secretariat will also be critical in cases where there are specific priorities that require high level engagement at country level to strengthen the position of the NSs with greater leverage especially in the process of transition and transformation within the changing socio-economic and political context.

At sub-regional(intermediate)level
The services coordinated from a sub-regional level will be tailor-made according to the specific needs and priorities of NSs in each sub-region. Where there is a Federation in-country level presence, the services from the sub-region are provided in a complementary approach to consolidate the efforts at country level.

At country level
The primary point of delivery is at country level especially in countries with concentrated humanitarian and capacity building needs and where the Federation has a country level presence to work more closely with the NSs.

4. What is our mission?
At all levels, the strategic support the MENA Zone provides to the NSs aims to enhance the following:

- Consolidation and reorientation of service delivery with well-defined purpose and focus that enhances positive and direct impact in improving the lives and livelihoods of the most vulnerable in countries/communities with immediate/long term humanitarian needs
- Development of strong National Societies in the changing socio-economic and political context with strong humanitarian mandate that can enable them to demonstrate their unique identity and value consolidating their legal and strategic position as ‘a third pillar’ force
operating, with a distinct set of principles and values, in the divide between governmental and non-governmental spheres of operation and influence

- Optimal realization of the opportunities of working together more effectively with all the stakeholders within and outside the RC/RC Movement including grassroots community organizations and civil societies

The development of strong NSs that can operate as effective and credible organizations with sound institutional and operational capabilities will have wide-ranging implications both within the region and beyond. Given the right support including support in the development of ‘good donorship’, most of NSs (especially the Gulf NSs in the high income economies) can contribute more optimally to the humanitarian efforts within the RC/RC global network in a way that can help realize the vision of taking humanitarian efforts to scale in response to increasing human needs. The immediate objective to achieve this focuses on comprehensive organizational development and capacity building including strategic and technical support to facilitate NS transition and transformation within the changing socio-economic and political context in the post-civil unrest environment.

5. Where are we going and how are we going to get there?

Business Line One: TO RAISE HUMANITARIAN STANDARDS

Context and relevance
In a context characterized by persistent instability and conflict, raising humanitarian standards across the wider MENA region is a key priority to enhance the delivery of humanitarian services with increasing advocacy that can promote human dignity and respect for Intentional Humanitarian Law. This becomes even more important in the context of the ongoing civil unrest for the NSs to demonstrate higher standards operating as neutral intermediaries assisting people in need with the required level of Neutrality, Impartiality and Independence. As much as the changing context provides opportunities for improvement and reform, it also represents risks especially if the National Societies do not live up to the expectations in terms of ensuring effective implementation of the Fundamental Principles dealing with the very complex humanitarian needs in the context of the ongoing civil unrest.

What we will do

Outcome 1: Enhanced standards of RC/RC performance based on review and innovative application of the Fundamental Principles with fuller realization of strengths and gaps

Outputs
- Effective dissemination of the Fundamental Principles and Values
- Enhanced gender awareness and mainstreaming in terms of NS organizational development and service delivery at all levels
- Capacities to contribute to the overall review of the Fundamental Principles and Values leading to an updated commentary
- Databank development/utilization to raise NS self awareness of their profile, services, strengths, gaps, and their future potential for boosting their own development

Outcome 2: Greater capabilities to provide quality services with increasing excellence and expanded knowledge base

Outputs
- Increasing realization of NS potential through peer review and support
- Improvement of the professional qualifications and competences of staff/volunteers at all levels, through academic networks, for education, training, knowledge-sharing

Business Line Two: TO GROW RED CROSS RED CRESCENT SERVICES FOR VULNERABLE PEOPLE
Context and relevance
In addition to the pre-existing causes (the long running/unresolved conflict between Israel and Palestine, the lingering effects of the war in Iraq, and vulnerabilities related to natural disasters/socio-economic factors), the recent civil unrest has exacerbated the need for greater RC/RC preparedness and response to deal with the complex humanitarian consequences of the pre-existing causes and the new phenomena of civil unrest.

What we will do
Outcome 1: Scaled up disaster preparedness and response capacities in view of the increasing challenges related to the pre-existing causes as well as the humanitarian consequences of the ongoing civil unrest.

Outputs
- Regional disaster management teams/networks with essential preparedness, response, and recovery capacities that also integrate risk reduction measures to deal predictably and effectively with anticipated disasters and crises.
- Effective disaster management systems to assist the relief and recovery efforts of National Societies when they tackle major disasters and crises that require international assistance.

Business Line Three: TO STRENGTHEN THE SPECIFIC RED CROSS RED CRESCENT CONTRIBUTION TO DEVELOPMENT

Context and relevance
With the risks minimized through effective implementation of the Fundamental Principles, the opportunities for greater NS re-positioning and development within the changing socio-economic and political context will need to be fully realized. This will be based on comprehensive NS development and capacity building including stronger NS repositioning with a process of transition and development in the changing socio-economic and political context. The realization of this will be based on mutually supportive dynamics where the NSs can enhance their contribution to community resilience and development at all levels while they will also benefit from stronger and broad-based community support working as effective and credible organizations.

What we will do
Outcome 1: Greater contribution to development of NSs in a comprehensive approach.

Outputs
- S2020 rollout supporting NSs in their effort to re-position themselves with a process of transition and transformation within the changing socio-economic and political context.
- Leadership development support strengthening capacities and internal development with increased alignment of support to NS self-determined priorities.
- Support to enhance performance and accountability with improved systems including planning, monitoring, evaluation and reporting.
- Comprehensive support in resource development and management including human resources as well as financial and non-financial resources.
- Enhanced support to NS initiatives that can strengthen the role of volunteers with increased protection, especially when they are on risky missions, recognition and promotion of their contributions.
- Support to NS grassroots(branch/sub-branch) capacity development including development of community volunteers linked to disaster risk reduction and community based health first-aid.
- Strengthening RC/RC youth organization and service with analysis of current capacities/gaps.

Outcome 2: Enhanced RC/RC participation in and contribution to the well being and development of communities

Outputs
- Increasing support to integrated community development including community-based health and disaster risk reduction and climate change adaptation.
- Promotion of greater interface between RC/R.C local structures and other traditional networks with influential capacity to change the local dynamics in favour of social harmony and peace.
• Consolidation of R.C/R.C contribution to the prevention and control of communicable diseases

**Business Line Four: TO HEIGHTEN RED CROSS RED CRESCENT INFLUENCE AND SUPPORT FOR OUR WORK**

**Context and relevance**
Effective management of the complex humanitarian challenges in the region requires coordinated efforts to ensure that the RC/RC role is adequately understood and supported by all concerned including the public authorities. Stronger positioning of the National Societies is critical to enable them to operate as effective players promoting the humanitarian agenda and realizing their full potential in the contribution to humanitarian endeavours at all levels

**What we will do**

**Outcome**: Enhanced RC/RC services with increasing quality, outreach and impact based on stronger capacities and legal base that can ensure effective NS services in full compliance with the Fundamental Principles

**Outputs**
• Promotion and advocacy of International Disaster Response Law, National Society Act Law, Risk Reduction Law and relevant programme areas at all levels
• Support NSs in their effort to influence national and regional policies in favour of humanitarian services with unrestricted access to victims, and provision of security of humanitarian personnel, especially in operations responding to man-made hazards
• Tailored support to NSs to adopt and/or amend National Society legislation and further develop their auxiliary role.

**Outcome**: NSs in high income economies are optimally contributing to humanitarian efforts at all levels realizing their full potential in raising large resources from their domestic constituencies

**Outputs**
• Resource mobilization with increased harmonisation of aid assistance with alignment with NS priorities and consolidating the move from project to programme approaches.
• Diversification of income sources, reducing dependence on few partners while maintaining and expanding existing partnerships and establishing new and innovative partnerships.
• Development of a culture of ‘good donorship’ with NSs in high income categories including the Gulf NSs.

**Business Line Five: TO DEEPEN OUR TRADITION OF TOGETHERNESS THROUGH JOINT WORKING AND ACCOUNTABILITY**

**Context and relevance**
The geo-political context in MENA and the complexity of humanitarian challenges require not only operational partnerships but also strategic alliances that can enhance the possibility to leverage influence and support at all levels

**Outcome**: NS development/service delivery enhanced with a more coordinated approach that generates greater synergy and impact

**Output**
• Alignment of assistance provision between respective NSs, ICRC, and the Federation to optimise the Movement’s work at all levels.
• Enhancement of cooperation and coordination based on a series of dialogue at all levels especially with NS leaders to enhance communication and understanding among the components of the Movement.

**Outcome**: NS basic capacities adequately established and consolidated enhancing the possibility for them to work together more effectively

**Outputs**
• Strengthening NS capacities in basic support services (HR, administration, financial management, communication, logistics, IT, Security, etc.)
6. **What are some of the key risks/assumptions?**

- Favourable and predictable operating context with a continuing momentum fostering positive socio-economic and political changes which can also generate opportunities for National Societies to re-launch themselves maximizing their services to the most vulnerable based on stronger legal and institutional foundation.
- Implementation of the identified outcomes/outputs also assumes that the required scale of resourcing will be available for both NSs and the IFRC based on timely and effective implementation of the Federation-wide Resource Mobilisation Strategy.
- Enhanced cooperation and coordination among the Movement components is a key factor that facilitates the development of strong NSs through coordinated partnerships. Integrated programming and management of activities across S2020 business lines also represents another key assumption to enhance synergy and impact.

Progress will be tracked through production and timely distribution of quarterly, half yearly and annual reports as well as through the Federation-wide reporting system which will capture all the essential feedback from all activities implemented through the RC/RC network in the region involving both multilateral and bilateral forms of cooperation.

7. **Budget frame (under construction)**

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**How we work**

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](http://www.ifrc.org) (NGO’s) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response (Sphere)](http://www.ifrc.org) in delivering assistance to the most vulnerable.

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 nonviolence and peace.
Find out more on www.ifrc.org

Contact information

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