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Long Term Planning Framework 2012-2015: Middle East and North Africa Zone office

 International Federation
of Red Cross and Red Crescent Societies

Version 2 of 22.10.2013

*(Version 2 for the revised
LTPF)*

*RDRT regional shelter training in
Morocco, almahdiya beach.
Source: Ibrahim Malla/IFRC*



1. Who are we?

The MENA Zone consists of three regions (North Africa, Middle East and the Gulf). IFRC has Regional Representations for North Africa (based in Tunis) and for the Gulf (based in Amman), as well as Country Representations currently in Yemen, Iraq, Palestine, and Syria. The Zone Office is based in Beirut.

2. What is our mission?

At all levels, the support the MENA Zone will provide to the NSs aims to achieve two overarching objectives:

- Enhanced NS capacity building in a comprehensive approach to address both emergency and capacity building/development needs within the framework of Strategy 2020 and its relevant business lines with particular reference to national societies operating in the changing context (**immediate objective**)
- Increased NS empowerment leading to more optimal utilization of their full potential as major contributors to humanitarian endeavours with particular reference to national societies with strong capacities to contribute to humanitarian and social development endeavours not only nationally and regionally but also within the global context (**ultimate objective**)

3. Where have we come from and what have we done so far?

MENA Zone Office of the Federation Secretariat plays a key role in supporting the NSs in their effort to provide effective humanitarian and social services in line with Strategy 2020. This is based on a zone-wide alignment framework established in consultation with NSs and the common features and trends that emerged from the consultations in terms of key NS capacities and challenges. The Federation support to the NSs encompasses key NS needs focussing on both emergency and development priorities organized under the five main business lines derived from S2020

At regional (intermediate) level, the support is coordinated from the regional offices tailor-made according to the specific needs and priorities of each NS in each region. At country level, the support is provided through the Federation in-country structures and capacities.

4. Who are our stakeholders?

The MENA zone supports 18 National Societies.¹

North Africa Region

Many indicators of human development highlight relative poverty and vulnerability in North Africa . 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 labourers, 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 are 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 investments.

Migrants from the Sub-Sahara 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.²

¹ Oman is the only country in the region where no RC/RC structure currently exists; efforts to be made with an initiative that can pave the way for the establishment of a national society.

² A similar pattern of vulnerability exists in the Arabian Peninsula where an increasing number of migrants from the Horn of Africa suffer a similar fate while trying to cross the Red Sea

North Africa represents the 'birth place' for the Arab Spring where the civil unrest suddenly y erupted in Tunisia and resulted in an immediate change of the political order in 2011. The unrest subsequently followed in Egypt and Libya with even more radical changes in the political landscape.

The National Societies: The community of NSs in North Africa include the NSs in Algeria, Egypt, Libya, Morocco and Tunisia.

Potentials: With the Egyptian RC representing the first NS to be established in 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 NSs, include the following:

- Need to ensure the required 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 to contribute to 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 approaches 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, 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 adaptation
- Alignment with S2020 strategic aims and enabling actions with the specific NS needs and priorities based on the required degree of sensitivity and flexibility. Moreover, by

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 effective communication and humanitarian diplomacy as part of the effort to improve performance, image and credibility
- 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 complementarity.
- 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 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 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 including 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.

Sectarianism and the persistent lack of security dominate the overall context of vulnerability in the Middle East coupled with increasing poverty and concentration of refugees and displaced persons. The fragile stability in Iraq after the war in 2003 and the current standoff related to the nuclear issue in Iran also contribute to the complexity of the political and humanitarian context in the region.

Currently dominated by the Syrian crisis and its cross-border effects in the neighbouring countries, the political context in the Middle East is getting even more complex.

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 experiences in emergency operations related to human-made and natural hazards. The accumulated experience often helps 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 complementarity 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
- Increased focus on IHL in a joint effort to improve the deteriorating humanitarian situation with increased protection of human dignity including access to victims
- 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 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

Civil unrest (The Arab Spring)

Spreading in several countries in the Region and contextually determined in each and every case, the overall effect of the Arab Spring is yet to be fully accounted for. With the experience in Syria seemingly demonstrating an extreme case with unprecedented scale of destruction sustained over a long period of time, the manifestation in other countries indicates a relatively shorter cycles with a low-intensity unrest and possible relapse phases, as seems to be the case in Tunisia, Egypt, Libya and Yemen.

The common elements in all cases relate to the popular demands for more civic rights, democratic accountability and equitable socio-economic and political systems. Another common feature is that most of the events were not driven by political parties or ethnic and religious groups. To a very large extent, they were initiated and led by what is often referred to as 'a genuine movement' for greater democracy, freedom and justice. In many cases, social media played a crucial role in galvanizing support for the spontaneous movements predominantly powered and led by the younger segment of the population.

While it is still early to foresee where the next developments will lead the region, the level of uncertainty and volatility has considerably increased. While there are indications that the effects of the civil unrest, as a positively charged movement, can lead to a transition towards more democracy and participation, there are also risks that the price to be paid, in prolonged crisis, can be considerably high while the desired objectives may remain unattained.

The Gulf Region

The Gulf Region is a peninsula with a rather homogenous arid desert climate. The area plays a critical geopolitical role in the Middle East and the wider Arab World due to its vast reserves of oil and natural gas.

The economic and demographic profiles of the Gulf countries states vary significantly. Nonetheless their public education system have evolved along similar paths, focusing for decades on increasing the number and the quality of teachers and making effective investments in hard infrastructures (including computers) in hopes of improving their students' performance. Recognizing the importance of quality public education, as a foundation for economic growth and social wellbeing, policy makers are raising their sights. The longer term aim is to develop a globally competitive workforce.

On the other hand, climate change presents a new and real threat of severe environmental, economic, political and security impacts in the region. The main water management challenge facing the countries is the increasing stresses and deterioration placed on the region's limited natural water resources by increasing water demands. This has significant implications not only for the future development of these countries, but also for the sustainability of their past socio-economic achievements.

Water tables are falling throughout the region, as demand from rapidly urbanising and industrialising populations exceeds supply from fossil water and local aquifers. Pockets of energy scarcity and reliance on imported natural gas have already emerged, as resources are not dispersed equally in the region. This will of course have a decisive effect on the future regional development and prospective sources of tension and insecurity. Based on 2006 production rates, it is estimated that Bahrain and Yemen will exhaust their oil reserves by 2025.

Additional economic impacts of climate change include limitation of urban development in drought prone regions; increased costs associated with addressing water scarcity and quality deterioration; and difficulty in providing food and increase in food prices.

In the absence of well-developed social security policies, the livelihoods of a growing number of vulnerable workers are often under threat. Vulnerable workers include the region's large cohorts of migrant workers that account 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.

The region is also impacted by the prolonged downturn in the international economy which continues to cause remittances, job creation and tourism to decline and unemployment to increase, particularly among the youth.

Seismic vulnerabilities are high while current building codes lack the necessary technical and material provisions and standards.

With the exception of Yemen where the civil unrest has led to a change of government and political transition, the Gulf Region generally remains least affected by the unrest.

National Societies:

The Gulf Region consists of the National Societies in Bahrain, Kuwait, Qatar, Saudi Arabia, United Arab Emirates and Yemen.

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 all levels with optimal utilization of their potentials.

Common challenges/opportunities: The common challenges/opportunities, identified in consultation with the Gulf NSs in 2010, include the following:

- 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.
- Optimal substantiation of NS auxiliary role with adequate recognition of the need to maintain the required level of independence in the process of engagement to enhance mobilization of support from governments
- Strengthening NS volunteering and membership base as a prerequisite for effective service delivery based on sustainable local capacities
- Further development/ maintenance of stronger NS resource base and preparedness for 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.

The consultation with Gulf NSs also highlighted the following as **the 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 to promote the humanitarian agenda by including the key areas in their curricula
- Enhanced cooperation and coordination to realize the objective of working together more effectively
 - The NSs to work together on common initiatives that encourages greater collaboration working on the same objectives and common approaches including resource mobilization efforts
 - 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

- 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
- The NSs to develop and work on a common data bank to improve tracking of their operations at all levels
- International cooperation to be based on an agreed framework of collaboration between the host NSs and other NSs working as partners.
- The Gulf NSs to pay greater attention to capacity building and sustainability of the host NSs to ensure effective implementation of joint efforts in international work.³

5. Where are we going and how are we going to get there? The Key Outputs/Targets under Business Line One: TO RAISE HUMANITARIAN STANDARDS

- Increasing NS participation in the overall review of the Fundamental Principles and Values coordinated by the Federation Secretariat
- Systematic NS development with increasing engagement in the Federation-wide data bank and reporting system as well as in the organisational capacity assessment and certification(OCAC) process
- Improved professional qualifications and competences of NS staff/volunteers with increasing participation in learning, networking and knowledge sharing

The Key Outputs under Business Line Two: TO GROW RED CROSS RED CRESCENT SERVICES FOR VULNERABLE PEOPLE

- Essential preparedness, response, and recovery capacities that also integrate risk reduction measures to deal predictably and effectively with disasters and crises
- Effective disaster management system to assist the relief and recovery efforts of National Societies when they tackle major disasters and crises that require collective international assistance

The Key Outputs under Business Line Three: TO STRENGTHEN THE SPECIFIC RED CROSS RED CRESCENT CONTRIBUTION TO DEVELOPMENT

- Increased and improved RC/RC action for longer-term development with growing NS capacities to work with and provide sustainable services to the most vulnerable promoting community resilience and healthy living
- Initiatives established that aim to heal divisions within communities contributing to social harmony and peaceful co-existence
- Increasing volunteering, in terms of quality and quantity, among all ages
- Involvement of young people in all services and at all levels including at leadership and decision- making levels

The Key Outputs under Business Line Four: TO HEIGHTEN RED CROSS RED CRESCENT INFLUENCE AND SUPPORT FOR OUR WORK

³ This underscores the critical importance of complying with the Principle of 'Unity of a NS' (host NS) in a manner that also ensures the required level of coherence in any effort mobilized by the Components of the RC/RC Movement .

- Increasing advocacy to promote a strong and positive RC/RC image, brand and message
- Consolidated support to strengthen NS auxiliary partnership
- Scaled up resource mobilization capacities and efforts to inspire more reliable contributions to the RC/RC
- A strong HD capacity and network with annual and multiyear global HD campaigns
- National Societies, with high potential to contribute to humanitarian endeavours at all levels, adequately supported in the development of a culture of 'good donorship'

The Key Outputs under Business Line Five: TO DEEPEN OUR TRADITION OF TOGETHERNESS THROUGH JOINT WORKING AND ACCOUNTABILITY

- Enhanced alignment, coherence and accountability at all levels, including IFRC structures and NSs) based on increased sharing of capacities and resources
- The IFRC Framework for Evaluation effectively used in Secretariat-funded programmes and projects
- Improved coordination and cooperation among the Components of the Movement and other collaborators to facilitate the development of strong NSs through coordinated partnerships
- Effective and well-targeted assistance to NSs to improve their support services (planning, financial management, HR, communication, logistics, IT, Security, etc.)

6. What are some of the key risks/assumptions?

Availability of resources through different means including implementation of the Federation-wide Resource Mobilisation Strategy will be a critical assumption for the implementation of the outputs and targets.

In view of the volatility of the context and the constant demands to respond to emergencies, the NSs have, based on previous experiences and lessons learnt the capacity to adjust without losing the required focus on implementation of the planned activities.

Implementation will be based on effective coordination of complementary roles with direct support to the NSs to be provided by country-based and/or regional level IFRC structures and capacities while the support from the Zone level will focus on strategic coordination and standardization.

In the interest of more synergy and impact, implementation will be based on an integrated process of planning and management. The fact that outputs and targets are summarized in relation to the specific S2020 business lines does not hinder the effort to ensure an integrated approach linking the various components under a certain programmatic area of focus. For instance, a disaster management programme, in an integrated format, can pull together the various components under the programme (disaster response-business line 2, DRR--business line 3) and coordination with other actors in DM-business line 5)

Progress will be measured periodically using the quarterly and annual reporting system. The participation of more and more National Societies in the Federation-wide Databank Reporting System (FDRS) will also strengthen the feedback mechanism in the effort to measure progress.

7. How much will it cost? (all amounts in CHF)

Business Line	2012	2013	2014	2015	TOTAL
1. Raise humanitarian standards	1,163,124	1,070,019.38	-	-	-
2. Grow Red Cross Red Crescent services for vulnerable people	2,413,611	713,838	-	-	-
3. Strengthen the specific Red Cross Red Crescent contribution to development	1,064,035	834,505	-	-	-
4. Heighten Red Cross Red Crescent influence and support for our work	553,089	181,012	-	-	-
5. Deepen our tradition of togetherness through joint working and accountability	746,058	537,556	-	-	-
TOTAL	5,939,917	3,336,930.38	-	-	-

8. IFRC secretariat Results Matrix 2012-2015

(Revision 20 - dated 10 October 2013)

Business Line 1: Raise humanitarian standards

Outcome: Uplifted thinking that inspires and underpins our services to maintain their relevance in a changing world, along with increased magnitude, quality, and impact.

Impact evaluation question: Is the IFRC providing quality and relevant services that have positive impact on vulnerabilities? Are these based on sound assessment and improved organizational competence.

Funding sources: (S)= Statutory; (V)= Voluntary; (F) = Fees (service fees)

Outputs	Measurement				Funding sources and comments
	Indicators	Baseline 2010 ⁴	Targets		
			2014	2015	
1.1 A contemporary understanding of the Fundamental Principles consistently demonstrated through action by all Movement partners.	1.1 # of National Societies (NS) contributing to the Movement wide initiative on Fundamental Principles (including breakdown of # NS per zone for geographical diversity)		7	10	Conceptual / strategic oversight (S) Consultation costs (including meetings) (V)
1.2 A Federation-wide databank and reporting system of factual National Society information is established and maintained.	1.2a # of National Societies providing one or more of the following through FDRS: strategic plans, financial statements, and annual reports.		6	6	Statutory work (S)
	1.2b # of National Societies providing data on one or more FDRS key performance indicators.		10	15	

⁴ These figures represent the most accurate numbers available (where data are available for the year 2010, unless otherwise specified). Figures may be revised in some cases during the development of the monitoring mechanism.

	1.2c # of National Societies providing data on all seven FDRS key performance indicators.		7	8	
1.3. An organizational capacity assessment and certification process is established. (= OCAC)	1.3a # NS participated in OCAC self-assessment.	0	5	6	OCAC design and oversight (S)
	1.3b # NS participated in OCAC peer review.	0	2	2	Actual assessments and peer reviews must move gradually to NS self-funding and (V)
1.4 Volunteers and staff having essential competences to save lives and change minds, and performing specific roles in national societies.	1.4a # of volunteers and staff registered versus # of active (non-dormant) volunteers and staff registered in the learning platform		30,000	40,000	(S) in terms of some of the systems and course development plus ,
	1.4b % completion rate of Red Cross Red Crescent essential online courses.		45%	50%	(F) in terms of the courses becoming sustainable
	1.4f # of national societies adopting (and branding) the learning platform.	TBD	TBD	TBD	

Business Line 2: Grow Red Cross Red Crescent services for vulnerable people**Outcome:** Increased share of consistent and reliable Red Cross Red Crescent action in support of communities affected by disasters and crises.**Impact evaluation question:** How many communities affected by disasters and crises are assisted by consistent and reliable Red Cross Red Crescent support?

Outputs	Measurement				Funding sources and comments
	Indicators	Baseline 2010	Targets		
			2014	2015	
2.1 Robust essential preparedness, response and recovery systems are built in National Societies.	2.1a % of NS with international disaster response assets.		30%	35%	Action and indicators linked to tailor made National Society support (V) 2.1 f and g on logistics from service fees (F)
	2.1b % of NS using standardized regional response assets.		40%	50%	
	2.1c # NS with contingency plans in place.		5	5	
	2.1d % emergency operations with beneficiary participation/communications approaches.		50%	50%	
	2.1e # of NS using Global Logistics Services		5	5	
	2.1f # of NS engaging in emergency and long term shelter interventions.		1	1	
	2.1. h # of NS's working with migrant and/or displaced population alone or in partnership with others.		3	2	
	2.1i % of IFRC emergency appeals that contain appropriate cash based programming.		1	1	

	<p>2.1j % of emergency operations that are gender and diversity sensitive.</p> <p>2.1k % of emergency operations that have mechanisms in place to address violence in disasters.</p> <p>2.1l # of EAs that include a budget provision of 10% or greater for DP/DRR related activities</p> <p>2.1.m # of NS's providing emergency health services/including PSP to disaster/crisis affected population.</p>		<p>100%</p> <p>100%</p> <p>2</p> <p>4</p>	<p>100%</p> <p>100%</p> <p>2</p> <p>4</p>	
<p>2.2 The Red Cross Red Crescent global disaster management system is further developed.</p>	<p>2.2c % coverage of Emergency Appeals opened in the reporting year</p> <p>2.2d # NS contributing staff to IFRC global and regional surge tools.</p> <p>2.2e % of Notified events where RDRT/RIT resources were used.</p> <p>2.2f # of people planned to be reached by international emergency response operations</p> <p>2.2g % of operations supported by GLS</p>		<p>80%</p> <p>TBD</p> <p>50%</p> <p>TBD</p> <p>100%</p>	<p>80%</p> <p>TBD</p> <p>50%</p> <p>TBD</p> <p>100%</p>	<p>Global system development (V: unrestricted income - PSSR)</p> <p>Action and indicators linked to actual appeals and operations (V)</p>

	<p>2.2h # of large (>CHF 10 million) emergency operations where Federation-wide reporting is carried out.</p> <p>2.2i % of international disaster operations with a Humanitarian Diplomacy component budgeted for and implemented at onset of crisis.</p>		1	1	
			50%	25%	
2.3 Sound operational security management structures and procedures are established and operating effectively, ensuring that IFRC operations and National Societies have good security awareness and are able to react to changing situations and circumstances in a timely manner.	<p>2.3a: % compliance with MSR in IFRC operations.</p> <p>2.3b: # of requests for support by National Societies in developing internal security policies, a security framework and implementation of MSR.</p> <p>2.3c: # of operational planning task forces attended and plans/appeals that include security consideration</p>	<p>N/A</p> <p>N/A</p>	<p>100%</p> <p>TBD</p> <p>Security input provided to 100% of EA/plans</p>	<p>100%</p> <p>TBD</p> <p>Security input provided to 100% of EA/plans</p>	

Business line 3: Strengthen the specific Red Cross Red Crescent contribution to development

Outcome: Appropriate capacities built to address the upheavals created by global economic, social, and demographic transitions that create gaps and vulnerabilities, and challenge the values of our common humanity.

Impact evaluation question: Are appropriate capacities being built in National Societies to address the vulnerabilities created by economic and social change.

Outputs	Measurement				Funding sources and comments
	Indicators	Baseline 2010	Targets		
			2014	2015	
3.1 Increased and improved Red Cross Red Crescent action for longer-term sustainable development .	3.1a # of cross-sectorial initiatives or framework ⁵ developed towards holistic programming in the reporting year002E	0	2	2	Policy development linked to governance support work (S)
	3.1c # of NS implementing community health programmes using Community Based Health and First Aid (CBHFA) approach to strengthen community resilience.		8	11	Global operational approach and related guidance and coordination work: (V as in unrestricted income linked to PSSR)
	3.1d # of National Societies with first aid training capacities matching international standards (national and branches).		5	8	Investment into NS development programmes: (V)
	3.1e # of National Societies implementing community preparedness and risk reduction programmes (any DRR, food security, nutrition, livelihood, climate change adaptation, or climate change mitigation activities)		4	5	

⁵ For example the revision of the community safety and resilience framework

	3.1f # of beneficiaries reached (Direct and Indirect) through community preparedness and risk reduction programmes (DRR, food security, nutrition, livelihood, climate change adaptation, and climate change mitigation activities)	2013: D: 21,000 I: 50,000	D: 20,000	D: 20,000	Iraq, Palestine, LRC
3.2 Initiatives established that aim to heal divisions within communities.	3.2a # of NS with dedicated initiatives to reduce discrimination, social exclusion and prevent violence and xenophobia 3.2b # of NS implementing the Youth as Agents for Behavioural Change (YABC) initiative to promote social inclusion and a culture of nonviolence and peace through community outreach		2 7	3 10	This is programme work (V)
3.3 National Societies strengthen their capacities to provide sustainable services to vulnerable people, thereby contributing towards the strengths of the IFRC and civil society.	3.3a # NS supported to formulate, test and start implementing change plans. 3.3b # Urgent OD interventions for NS in crisis including failing NS 3.3d # NS with an RM strategy (including specific fundraising targets, dedicated resource mobilisation capacity and mobilizing their own unrestricted resources). 3.3e # NS with action plans in place to “cross the digital divide”.	TBD	3 TBD 2 2	3 TBD 3 3	3.3a and 3.3b are about tailor made NS support and should be voluntary funded (V) 3.3.b is a global statutory function (S)

3.4 The Red Cross Red Crescent share of volunteering among all ages is expanded.	3.4a # people volunteering time in National Societies. 3.4b # NS with effective ⁶ volunteer management systems in place.		90,000 7	100,000 10	Global volunteer policy, strategy and related guidance work is a statutory function (S) The indicators are about specific NS work and are thus in the category of voluntary funding (V)
3.5 Engagement of young people at all levels and in all services in National Societies increased.	3.5a # of NS with 1 or more young ⁷ person in a management position other than the youth department. 3.5b # of NS that has adapted youth engagement policy and/or strategy.		5 6	7 7	Global youth policy, strategy and related guidance work is a statutory function (S) The indicators are about specific NS work and are thus in the category of voluntary funding (V)

⁶ Effective volunteer management” as defined after the completion of the Global Review on Volunteering

⁷ Young person is under 30 years old.

Business line 4: Heighten Red Cross Red Crescent influence and support for our work

Outcome: Evidence-based humanitarian diplomacy conducted to draw attention to the causes and consequences of vulnerability, giving voice to vulnerable people, and demonstrating the value of Red Cross Red Crescent humanitarian work and leadership

Impact evaluation question: Is the IFRC highlighting the causes and consequences of vulnerability? Is the IFRC giving voice to vulnerable people and demonstrating the value of the Red Cross Red Crescent?

Outputs	Measurement				Comments
	Indicators	Baseline 2010	Targets		
			2014	2015	
4.1 Advocacy effectively used to promote a strong and positive RCRC image, brand and message ..	4.1a # of stories about IFRC work in tracked media/social media on a monthly basis (disaggregated by theme: health, inclusive society, non-violence, disaster and crisis management)..		3	4	Part of global representation and liaison work (S)
	4.1b # of joint statements and formal positions on priority humanitarian diplomacy issues with external stakeholders		5	5	
	4.1c # of National Societies using the branding toolkit and engaged in effective brand/reputation management.		2	4	
4.2 Auxiliary partnership role of National Societies is promoted and supported.	4.2a # of NS receiving direct support for enhancing or leveraging their auxiliary role.		2	2	Mostly specific NS support work, so voluntary funding (V)??
	4.2b # of NS that disseminated the Guide to Parliamentarians among national parliamentarians.		4	4	

	4.2c # of NS that follow-up on International Conference Resolutions through letters, meetings, etc.		2	2	
4.3 Resource mobilization capacities and efforts are scaled up to inspire more reliable contributions to the Red Cross Red Crescent.	4.3a % of annual coverage of approved budgets for development programmes supported through IFRC Secretariat		80%	80%	Similar to global operational / programme work under business line 3: Global guidance and coordination work: (V as in unrestricted income linked to PSSR) Specific NS support work from (V)
	4.3b % of annual coverage of funding outlooks for development programmes supported through IFRC Secretariat		80%	80%	
	4.3c # of external donors providing funding through the IFRC Secretariat ^[1]		2	3	
	4.3d % of share of total income from external donors providing funding through the IFRC Secretariat		20%	20%	
	4.3e # of NS who have a dedicated RM staff member		2	3	
	4.3f # of NS who have a fundraising strategy		1	3	
	4.3g # of multi-country corporate partnerships		1	2	
	4.3h value of multi-country corporate partnerships		300,000	\$ 400,000	
4.4 A strong HD capacity and network is established.	4.4a # of States with whom a dialogue is established on issues related to disaster response and development.		2	4	Arguably there needs to be some defined global Secretariat HD capacity funded from (S)
	4.4b # of international or multilateral		2	2	

	institutions with whom a dialogue is established on issues related to disaster response and development.				
4.5 The HD agenda is aligned around annual and multi-year global HD campaigns .	4.5a # of active multi-year HD initiatives developed and implemented by IFRC as part of RCRC Movement (jointly with NS and/or ICRC).		4	4	Voluntary and PSSR income (V)
	4.5b #of NS engaged in global HD initiatives in reporting year (disaggregated by theme: health, inclusive society, non-violence, disaster and crisis management).		9	11	

Business Line 5: Deepen our tradition of togetherness through joint working and accountability

Outcome: More effective work among National Societies through modernised cooperation mechanisms and tools, and a greater sense of belonging, ownership, and trust in our International Federation.

Impact evaluation question: Do National Societies have a greater sense of belonging, ownership, and trust in their International Federation?

Outputs	Measurement
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	Indicators	Baseline 2010	Targets		Comments
			2014	2015	
5.1 Capacities and resources are shared to improve coherence, alignment and accountability within the IFRC.	5.1a # of NS who participate in Federation Wide Resource Mobilisation Strategy knowledge sharing networks (Communities of Practice, regional RM networks, global skill share, peer exchanges, etc.)		5	7	Secretariat led systems development (e.g. accountability framework (PSSR within V) All others have to do with specific tailor made support to NS and are thus (V)
	5.1b # NS benefitting from the new ICT catalogue.		TBD	TBD	
	5.1d # of NS using the IFRC Strategic Framework on Gender and Diversity Issues (operational guide).		4	6	
	5.1e # of NS with a strategic plan in line with Strategy 2020.		8	12	
	5.1f # of active ⁸ integration and service agreements.		5	5	
5.2 The IFRC Framework for Evaluations is upheld for all secretariat funded programmes and activities.	5.2a # of evaluations posted on the evaluation databank on IFRC public website.		1	1	Secretariat accountability function (S)
	5.2b % of evaluation which are followed up by a management response.	N/A	50%	60%	

⁸ Active means agreement was signed and is being implemented.

<p>5.3 The secretariat is seen as a competitive and well-functioning organization in support of IFRC governance and membership.</p>	<p>5.3b # of overdue donor reports.</p> <p>5.3c % of IFRC staff completing annual objectives setting.</p> <p>5.3d % of IFRC staff completing annual performance appraisal.</p>		<p>25</p> <p>80%</p> <p>80%</p>	<p>15</p> <p>90%</p> <p>90%</p>	<p>Secretariat management and governance support work (S)</p>
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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 \(NGOs\) in Disaster Relief](#) and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) 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.

www.ifrc.org
Saving lives, changing minds.



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

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