The Middle East and North Africa (MENA) region has witnessed numerous natural and man-made disasters in the last decade, which created some of the world’s worst humanitarian crises, shattering lives and upending livelihoods, driving large-scale displacement and migration that has left millions in precarious situations in need of safe water, sanitation, nutrition and health care. In conflict zones of Syria, Iraq, Yemen, occupied Palestinian territories and Libya, National Societies are among the only actors with vast access to vulnerable people. Likewise, National Societies in neighbouring countries are the first to provide services to the huge migrant populations living in host communities and camps that stretch host-country services to their limits. MENA countries play an important role as origin and transit countries in Mediterranean migration, with National Societies playing a highly visible role in support of this vulnerable population. Simultaneously, earthquakes and floods have hit various countries in MENA, leading to additional burden on the National Societies.

This marketing document outlines the work of the IFRC MENA regional office in Beirut. The office supports ten IFRC field offices, in the service of MENA National Societies in 17 countries: Algeria, Bahrain, Egypt, Iraq, Iran, Jordan, Kuwait, Lebanon, Libya, Morocco, Palestine, Qatar, Saudi Arabia, Syria, Tunisia, United Arab Emirates and Yemen.

The 17 National Societies in MENA are diverse with different established roles, capacities and potentials. The expanding role of some MENA countries and National Societies as global donors creates possibilities for asserting their role in the Federation and on the world stage. IFRC Secretariat has offices in 10 of the 17 countries, two of which are multi-country cluster offices supporting North Africa and Gulf Cooperation Council (GCC) National Societies. IFRC country presence is supported by technical experts concentrated in the IFRC MENA Regional Office. Additional technical expertise is also available from IFRC’s Geneva headquarters, and even globally throughout the network of IFRC offices and member National Societies. IFRC provides member services equally to all MENA national societies. To help achieve and measure results, in 2019, IFRC programmes will prioritize 4 countries: Egypt, Iran, Syria and Yemen which combine high numbers of vulnerable people with conditions that are conducive to programming. The IFRC will continue to play the most prominent role in contributing to enhancing a trusted partnership platform and in responding to disasters and crises. The overall approach takes a focus on climate-smart, socially inclusive, integrated programming, including mainstreaming gender and diversity, community engagement and accountability. Furthermore, disaster response capacity enhancement – institutional disaster preparedness – support will be an integral part of the programming approach. The IFRC Regional Office in MENA Supports 17 NSs of the Region in cooperation with the ICRC and Participating National Societies.
# People to be made resilient against disasters

<table>
<thead>
<tr>
<th>Area of Focus</th>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disaster Risk Reduction (DRR)</td>
<td>1,480,000</td>
<td>People to be made resilient against disasters</td>
</tr>
<tr>
<td>Health</td>
<td>17</td>
<td>National societies will directly benefit from health services including psycho-social support</td>
</tr>
<tr>
<td>Water, Sanitation and Hygiene (WASH)</td>
<td>1</td>
<td>Million people will access clean water, sanitation and hygiene promotion</td>
</tr>
<tr>
<td>Migration</td>
<td>1,700,000</td>
<td>People on the move will access numerous services</td>
</tr>
<tr>
<td>Protection, Gender and Inclusion (PGI)</td>
<td>200</td>
<td>People to benefit gender-sensitive and inclusive program and spaces</td>
</tr>
<tr>
<td>Livelihoods</td>
<td>80,000</td>
<td>People enable to meet their immediate food needs and support their productive capacity</td>
</tr>
<tr>
<td>Shelter</td>
<td>70,000</td>
<td>People will receive shelter support and services</td>
</tr>
</tbody>
</table>

## Strategies for Implementation

- Strengthen National Society
- Ensure effective international disaster management
- Influence as leading strategic partner
- Ensure a strong IFRC

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Saving lives, changing minds

International Federation of Red Cross and Red Crescent Societies
Middle East and North Africa (MENA) region continues to experience conflict inflicted internal displacement and cross border population movement which has resulted in unprecedented humanitarian crises. The world’s largest humanitarian crisis in Yemen since March 2015 continues to affect millions of people while Syrian conflict has displaced millions of people to neighbouring countries like Lebanon, Jordan, Egypt and Iraq. Climate change, rapid urbanization and unplanned development practices increase the risks and vulnerabilities amplifying the challenges with recurrent flooding, heat waves, cold waves and drought emergencies that interact in non-linear way with one another. MENA DCPRR team will support the National Societies to understand and analyse the multiple disaster risks they face including risks arising due to civil unrest which may lead to large scale protracted crises. MENA DCPRR will link the roll-out of the Enhanced Vulnerability and Capacity Assessment (EVCA) tool with country level activities on participatory risk assessments and analysis (i.e. VCAs). IFRC RO MENA DCPRR Unit will support the existing Community Based Disaster Risk Management (CBDRM) activities of the NSs and link them with the Road Map to Community Resilience approach by training the staff and volunteers, and through continuous coaching and guiding. MENA DCPRR will support the National Societies to increase public awareness of hazards and preventive measures by disseminating the second edition of the Public Awareness and Public Education for DRR. MENA DCPRR will support the National Societies to analyse the risks arising due to climate change and take actions to integrate Climate Change Adaptation (CCA) and Mitigation (CCM) practices across all programmes including promoting Green Response. MENA DCPRR will support the country level initiatives to set up community based early warning systems and to work with governments and other agencies to take early actions to prepare and respond to disasters and crises. By engaging with the league of Arab countries and also through regional Arab Coordination Mechanism for Disaster Risk Reduction (ACMDRR) and UNISDR and other agencies in the region, IFRC will advocate on behalf of the most vulnerable communities for more investments in DRR and to strengthen community resilience, including promoting One Billion Coalition (1BC).

**AREA OF FOCUS**

**DISASTER RISK REDUCTION (DRR)**

<table>
<thead>
<tr>
<th>2019 Funding requirement</th>
<th>380,000 Swiss francs</th>
</tr>
</thead>
</table>

**OUTCOME**

**COMMUNITIES IN HIGH RISK AREAS ARE PREPARED FOR AND ABLE TO RESPOND TO DISASTERS**

**COMMUNITIES IN DISASTER AND CRISIS AFFECTED AREAS ADOPT CLIMATE RISK INFORMED AND ENVIRONMENTALLY RESPONSIBLE VALUES**
Middle East and North Africa countries have been facing almost every year recurrent hydro, meteo and geological disasters e.g. flood, drought, fire, severe cold, cyclone and earthquake. Majority of countries in the region have been affected directly or indirectly by protracted armed conflict resulting in massive population displacement, seasonal migration and refugee crisis leaving more than 12 Million people in need of shelter and NFIs (UNOCHA). In the global shelter cluster survey, 63% respondents from MENA indicated that there is a need for improved and predictable funding for shelter operations. Security constraints and poor humanitarian access to the affected population come second, followed by housing, land and property issues. The entire operating context highlights the need to apply a more holistic and multi-hazards approach while addressing humanitarian needs of affected populations. Being global convener of Global Shelter Cluster, the IFRC has a greater role to play in providing technical support to NSs in the region. The IFRC MENA RO DCPRR Unit has been liaising with Geneva for obtaining technical and programmatic support. Having analysed the current regional HR capacity in shelter and country level OPs, a scoping study has been proposed in 2019 to develop a Regional Shelter and Settlements plan of action. The IFRC MENA RO will conduct the scoping study after consultations with technical units in Geneva as well as concerned Movement and non-Movement partners in the region. In line with IFRC global commitments and priorities, this study will come up with a shelter plan of action highlighting the key priority actions for the regional office. The design and delivery of activities will be done based on creating, fostering and enabling networking opportunities and coordination in the sector. The regional Shelter Plan of Action will focus on “shelter-readiness” of cash and market-based interventions, as well as on protection-related aspects of shelter and settlements programming.

COMMUNITIES IN DISASTER AND CRISIS AFFECTED AREAS RESTORE AND STRENGTHEN THEIR SAFETY, WELL-BEING AND

GLOBAL

- 23 Million people were made homeless by disasters between 2005 – 2015
- By year 2050, 70% of the world’s population is projected to be living in urban areas, causing slums and unplanned settlements to swell

50,000 Swiss francs

2019 Funding requirement
The IFRC objective is to enhance National Societies’ capacity to tackle emergency food insecurity and chronic hunger through relevant actions across the 4 pillars (food availability, access, use/utilization and stability), while supporting individuals and households to protect, restore, strengthen and diversify their livelihoods during and after disaster, and be better prepared to cope with future shocks and stresses.

In the MENA region, the main food security and livelihoods priorities are ensuring food security through food assistance and early recovery livelihoods as households and communities are slowly emerging from crisis and shocks. Furthermore, recognising the need of sustainable livelihoods options as part of recovery process, the priority is ensuring livelihoods programmes are grounded with a market-based focus.

Considering the context-based nature of food security and livelihoods programme, the IFRC MENA regional plan aims to complement country and country cluster plans with technical support, knowledge exchange and sharing, and regional networking and partnerships.

The plan for 2019 includes one advanced livelihoods training at a regional level that is likely to focus on ensuring market-based livelihoods approaches for migrant populations. Considering the scale of livelihoods and food security programmes and projects across the region, the priority is ensuring ongoing technical support to country offices, and increased regional knowledge sharing and partnership building to ensure informed and relevant programmes.

**AREA OF FOCUS**

**LIVELIHOODS**

**OUTCOME**

COMMUNITIES, ESPECIALLY IN DISASTER AND CRISIS AFFECTED AREAS, RESTORE AND STRENGTHEN THEIR LIVELIHOODS.
Health is a key priority for MENA region, since all NSs are actively engaged in providing rather wide range of health activities in their respective countries. First aid, community health care, psychosocial support, primary health care and blood donation are flagship interventions for MENA NSs and they have been implemented since the early days of the establishment of the NSs. The recent political and social turmoil in MENA affecting several countries in the region has contributed to increased involvement of some NSs in delivering health care interventions including, primary health care, secondary health and mobile health services and in complex emergencies.

Non-communicable diseases are on the rise in MENA region with increase in cardiovascular and renal illnesses, while outbreaks of communicable diseases continue to occur, especially in fragile and affected by conflict countries.

IFRC MENA RO Health and Care Unit has identified the following strategic objectives for 2019:

1. MENA National Societies are strengthened in the provision of specific Health & WASH programming in their countries.
2. IFRC MENA RO Health and Care Unit is the focal centre for technical support, information-sharing and coordination for Health/WASH programmes in the region.
3. Enhanced coordination and cooperation between MENA NSs, Movement Partners and External Partners including clusters in the field of Health & WASH
4. Increased IFRC advocacy & humanitarian diplomacy

The strategic objectives would guide the regional Health Team in its support to MENA NSs.

17 National Societies to be supported

**MENA REGION HEALTH FACTS:**

- **Communicable Diseases and malnutrition are on the rise in conflict affected countries in MENA**
- **Out-of-pocket health-care expenditures by households are extremely high**
- **Out-of-pocket health-care expenditures by households are extremely high and unaffordable for the majority of the population in fragile countries**
- **More than 1 million people were trained in First Aid**

**IN 2018:**

- **10 MENA NSs are trained and implementing e-CBHFA**
- **10 million people are aware of the blood donation services of the National Societies in MENA**
WASH interventions in MENA will continue, especially where needs are greatest and mostly in the short, medium term and recovery phases of emergency operations, and mostly related to conflict and population movement. Surge capacity in WASH response and preparedness for response may have some identified weaknesses that can be strengthened, both at country level and regionally, and with a greater emphasis on using country and regional resources with less reliance upon international support. IFRC will strive to further utilize the local talent and capacities including those of our NSs in MENA.

It is expected that some conflict situations will move towards more of a recovery phase where RC/RC may offer a vital link between maintaining WASH coverage while we await traditional service providers to gradually take over their conventional role. However, it should be avoided as much as possible that RC/RC efforts replace the role of governments and utilities in the WASH sector. RC/RC may have a role in coordinating support in WASH recovery in some countries by facilitating the reestablishment of WASH service providers. WASH efforts in MENA should not be restricted to the acute situations. There are opportunities also to address the chronic gaps, because addressing chronic needs reduces the risks and vulnerabilities associated with acute contexts. In MENA, WASH activities can add value to conflict resolution and reduction of tensions related to access and control of natural resources especially water catchments. Special attention will be required to epidemics, particularly typhoid, AWD and cholera. At present, MENA hosts the world’s largest cholera case load in Yemen. Careful analysis and planning are required to broaden the RC/RC WASH portfolio in MENA.

To maximize impact of WASH efforts, there must be equal emphasis upon water supply, provision of adequate sanitation and hygiene promotion.

1 million people to be reached

VULNERABLE PEOPLE HAVE INCREASED ACCESS TO APPROPRIATE AND SUSTAINABLE WATER, SANITATION AND HYGIENE SERVICES.

MENA WASH FACTS:

- Persistent organic pollutants and other hazardous chemicals are making their way into water sources, like rivers, lakes and groundwater. IFRC needs to provide increased technical support to advise NS’s on water quality management and waste water treatment and reuse.

- Rapid urbanization is challenging the ability of municipalities to keep up with the rapidly growing demands on their freshwater supply which can increase tension. NS’s in MENA require guidance on reducing possible tension related to availability of water and protection of water sources.

The RC/RC Movement continues to be a major provider of emergency WASH facilities (presently reaching over 20 million people annually) and requires maintaining its capacity to do so when needed. Emergency WASH Capacity Building will continue.

RC/RC WASH programming will move towards more recovery and developmental contexts in the region where there are still gaps that need to be addressed and not just for conflict affected populations but also the general population where as much as 10 million or more do not have regular or sustainable access to WASH facilities.
During recent years, the IFRC in MENA had only limited activities in support of prevention and response to gender-based violence. Moving forward, IFRC is committed to upholding the safety and dignity of women and girls, men and boys in emergency and crisis, acknowledging that vulnerable groups may require additional or tailored support. Such activities will enable IFRC MENA Regional Office to realise Strategic Aim 3: Promote social inclusion and culture of non-violence and peace.

The scope of activities in support of youth volunteering should be widened as well because youth volunteers are the driving force of IFRC humanitarian assistance and key actors in promoting social inclusion and culture of non-violence and peace.

MENA RO CNVP supports NSs’ education and training activities for mobilising and maintaining a pool of peer educators “Youth as Agents of Behavioural Change” (YABC). The peer educators will facilitate YABC trainings in the communities across the region.

To facilitate IFRC youth work in MENA Region, IFRC RO intends to continue the employment of Youth and Volunteer Coordinator.

To enhance IFRC support to NSs’ work for gender equality and diversity, IFRC RO in MENA intends to employ a Gender and Diversity Officer.
In MENA region, internally displaced people (IDPs) and refugees constitute much of the humanitarian caseload of the region, as well as mixed-migration groups. While these migration patterns are not new, the scale and complexity of this displacement results of unprecedented levels of humanitarian need. The region currently hosts 35 million migrants, refugees and asylum seekers. National Societies in this region have identified common actions along the trails in the fields of assistance and protection, resilience and development and return and reintegration of migrants.

The IFRC MENA regional office focus in 2019 will be on supporting National Societies to enhance their capacities in migration and displacement, in both humanitarian response and resilience building, mainly focusing on National Societies that have been affected by migration crises. The global migration strategy will be adopted to the MENA context and a regional migration plan of action will be developed to better provide strategic and operational guidance to the NSs.

Regional office will provide strategic and coordination leadership to the IFRC field offices and National Societies in the region to ensure a holistic approach to migration and displacement, involving international, regional and national level actors – for example engagement with Regional Refugee and Resilience Plan (3 RP initiative). We will support the NSs to further strengthen the RFL and tracing services to the migrants and work together with ICRC on strengthening NSs capacity. We will promote the integration of migrants needs across all Areas of Focuses in the IFRC and ensure longer-term livelihoods and resilience work, including cash transfer programming and alternative shelter solutions, are considered from the outset of a response to better uphold human dignity.

Efforts will be made to share the good practices, key advocacy messages, guidance documents and the NS toolbox on migration with the National Societies and IFRC field offices to help ensure that NSs have the guidance and support to implement Migration related activities. This includes guidance on needs assessment, mainstreaming migration into current humanitarian action, protection mainstreaming and other key considerations.

Outcomes:
Communities support the needs of migrants and their families and those assisting migrants at all stages of migration (origin, transit and destination).

2019 Funding requirement:
270,000 Swiss francs
National Society Development (NSD) in MENA is key to ensure that the NSs are well prepared to adapt to changes in their environment and well equipped to lead the change in areas of critical importance to the Movement. NSD in MENA will have two strategic priorities:

- Investing in NSs’ sustainable service delivery at grassroots level through their local branches;
- Enhancing NSs’ capacity in resource mobilization, including volunteers, and in partnership development at the regional, national and local levels.

IFRC MENA will tailor its support to the national context, strategies and capacity self-assessment results of the NSs. This support will include leadership development, institutional strengthening, development of volunteering and service delivery with operational focus on:

- Promoting culture of accountability and transparency through increased awareness of leadership by complementing the IFRC online courses and through enhancing respective systems and tools of the NSs;
- Promoting Federation and Movement-wide results-based/evidence-based reporting through further enhancement of NS PMER capacity, tools and procedures, focusing on existing platforms such as FDRS and MWR;
- Promoting the access of NS staff and volunteers to online learning platforms and increase the number of available courses in Arabic language;
- Support to building capacities and partnerships at branch level;
- Organizing the first IMPACT course for the MENA NSs;
- Engaging the National Societies of the region in discussion on how to better recruit, train, protect and retain volunteers;
- Supporting the revitalization of the MENA Youth Network, and the technical groups of the Volunteer Alliance, with emphasis on three inter-connected RCRC pathways of meaningful youth engagement.

The IFRC MENA regional office will also provide technical advice on National Society development, capacity strengthening of IFRC Country and Cluster Offices and of the National Societies, support to effective implementation of their Country Plans.

1,250,000 Swiss francs
2019 Funding requirement

**OUTCOME**
NATIONAL SOCIETIES DEVELOP DEEPLY SHARED IDENTITIES AND IMPROVED INTERNAL AND EXTERNAL COMMUNICATION

**OUTCOME**
NATIONAL SOCIETIES’ PROGRAMMATIC AND OPERATIONAL OBJECTIVES ARE SUPPORTED

**OUTCOME**
The Federation network benefits from its wealth of experience and expertise, a shared culture of innovation,
Disaster and Crisis Unit of supports MENA NSs in effective disaster preparedness and response, and in accessing and managing IFRC funding mechanisms for disaster response. The IFRC RO in MENA will continue to promote operational excellence in disaster response and a learning culture grounded in experience, through one regional-level contingency plan including response SoPs. DCPRR unit will draft and operationalise a surge strategy for the MENA Region, including a surge roster and alert mechanism. IFRC MENA RO will continue its commitment as the convener of the IASC Shelter Cluster enhancing IFRC participation in the humanitarian coordination system at the regional and country levels, targeting a more predictable surge capacity from IFRC, National Societies and external partner agencies. The regional Disaster Management Advisory Group (DMAG) is a national society platform for sharing technical expertise in disaster management. IFRC MENA RO will ensure that DMAG continues to support the diverse NSs of the region.

DR Information Management (IM): Information Management in disaster response is essential for data-driven management and to ensure its quality and accountability. The MENA regional Information Management (IM) will ensure that the IFRC GO Platform is disseminated to all MENA National Societies for data contribution.

The Movement Wide Reporting mechanism (MWR) for Syria Crisis has been developed, in cooperation with NSs and ICRC, to describe collective Movement response to Syria Crisis, in line with the 2013 Council of Delegates resolution on Strengthening Movement Cooperation and Coordination (SMCC), which challenges Movement partners to work together to find ways to represent their collective humanitarian impact.

LPSCM: Supply chain is a significant component in supporting response to disasters and crisis. The regional supply chain management will continue supporting the NSs with supply chain management and fleet services, to achieve their programmatic and operational objectives. At the same time, the regional Logistics Management will ensure adherence to the set quality standards and donor accountability requirements and use the most cost efficient and effective delivery means.

ENSURE EFFECTIVE INTERNATIONAL DISASTER MANAGEMENT

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770,000 Swiss francs
2019 Funding requirement

OUTCOME
EFFECTIVE AND COORDINATED INTERNATIONAL DISASTER RESPONSE IS ENSURED

OUTCOME
THE COMPLEMENTARITY AND STRENGTHS OF THE MOVEMENT ARE ENHANCED
The Partnerships and Resource Development unit (PRD) will be leading the work with the RO management and the region’s NSs to position the RCRC Movement as the preferred partner vis-a-vis donors, making sure that NSs of MENA remain in the focus of humanitarian work. There are 6 main directions to achieve this objective:

1. Participate and engage in the regional fora and platforms where the future of the humanitarian sector is discussed and shaped; identify areas of mutual interest and cooperation with partners as well as new funding opportunities.
2. Diversify our funding base by attracting new regional or global donors targeting higher quality funding (long term – unearmarked), including funding from emerging donors such as China and Russia.
3. Support the NSs in MENA to increase their local fundraising and diversify their income sources;
4. Continue our engagement, with support of RO management and in coordination with our GCC Cluster Office and Geneva.
5. Operationalise the global MoUs with non-movement partners in MENA, such as the FAO, WHO, WFP, and engage in regional activities and/or advocacy.
6. Expansion of partnerships with international corporations, supporting the NSs to pursue partnerships based on the global agreements.

Planning, Monitoring Evaluation and Reporting (PMER): The MENA IFRC Regional Office PMER unit will continue to support long term, incremental training and capacity development for targeted National Societies based on capacity assessment. Training activities are mainly budgeted under those respective plans (e.g. Iraq and Jordan). If funding is available, a region-wide networking and training will be undertaken to bring current PMER focal points from MENA National Societies and partners to share IFRC tools and agree on approaches and priorities.

The Communications unit will organise two major campaigns in support of IFRC regional priorities: Regional Migration Campaign and Regional Blood Donation Campaign. The Regional Migration Campaign is expected to promote positive public opinion on the need to respect the dignity of migrants, and to put pressure on Governments to provide for their basic needs. The Regional Blood Donation Campaign will be held during the month of Ramadan, in June 2019, to encourage blood donation and to prevent its decrease typical for Ramadan period.

70,000 Swiss francs
2019 Funding requirement

THE IFRC SECRETARIAT, TOGETHER WITH NATIONAL SOCIETIES USES THEIR UNIQUE POSITION TO INFLUENCE DECISIONS AT LOCAL, NATIONAL AND INTERNATIONAL LEVELS THAT AFFECT THE MOST VULNERABLE

THE PROGRAMMATIC REACH OF THE NATIONAL SOCIETIES AND THE IFRC IS EXPANDED
ENSURE A STRONG IFRC STRATEGY FOR IMPLEMENTATION

1. **Finance**
   - Provide guidance and support in the provision of accounting services, ensuring financial control, financial reporting, budgeting & analysis, financial systems & business processes, risk management, treasury management, training and providing advice and support to relevant stakeholders within a comprehensive financial management structure in the region.

2. **PMER**
   - The MENA Monitoring, Evaluation and Reporting (PMER) team aims to focus on strengthening the surge roster for PMER in emergency through peer-to-peer field training. To support the delivery of quality plans and reports, investment will be placed on improving the M&E practices and tools used by IFRC staff, and to widen extend with national society staff through.

3. **Information and Communication Technology**
   - Aligned with the Global ICT strategy, MENA ICT unit, ensure and guarantee the functioning of a decent and reliable ICT services, provide the necessary guidance, support and tools, which enables IFRC’s and PNSs’ staffs based in MENA RO, and country offices, to operate in smooth and productive manner. In addition, it works on strengthening and applying ICT global and regional policies to enforce the safeguard of IFRCs information and equipment.

4. **Logistics**
   - LPSCM will re-enforce compliance to ensure full accountability and transparency for all supply chain management procedures, established frameworks and standards. One of the key priorities for the LPSCM will be promotion and the implementation of supply chain policies and frameworks across the secretariat and NSs. Subject to funding, OLPSCM in close coordination with the LPSCM in GVA will support the assessment and validation of the NS procurement capacity as a part of WWPP Project.

5. **Human Resources (HR)**
   - MENA Human Resources will focus on ensuring that key policies and procedures are aligned and strengthened throughout the region. In order to be equipped to attract, retain, develop and renew diverse talent in line with the changing organizational needs and priorities, HR will continue to work on the implementation of the HRM mapping outcome which represents initiatives from different sections of the HR cycle.

OUTCOME

THE IFRC ENHANCES ITS EFFECTIVENESS, CREDIBILITY AND ACCOUNTABILITY
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