



# MENA REGIONAL DELEGATION

## Federation-wide country plan

From 2023 to 2025

version dated 16.09.2022

### Overview

This plan reflects the priorities of the MENA Regional Delegation, its partner National Societies and the IFRC Secretariat for 2023 and subsequent years. It is the result of a joint planning process and will serve for joint monitoring and reporting. It will be revised on an annual basis to adjust priorities and funding requirements to the needs in-country.

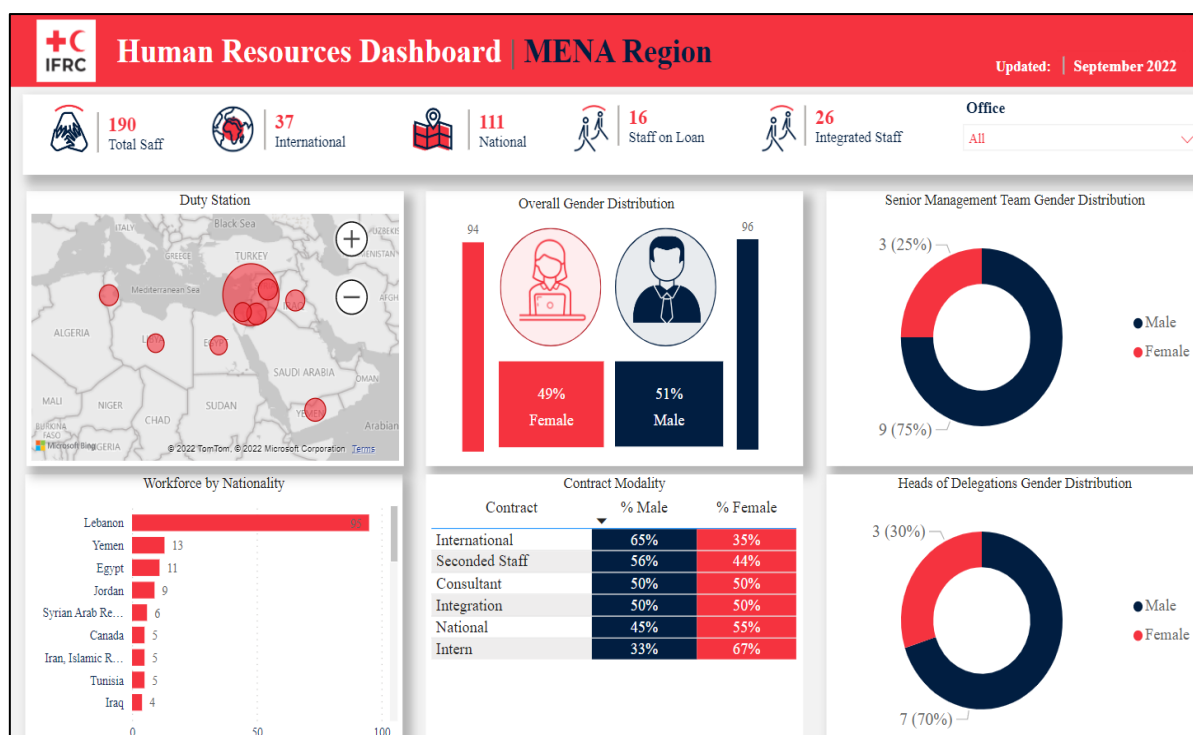
Funding requirements	2023	2024 (indicative)	2025 (indicative)
IFRC Secretariat	24.09 million Swiss francs	20.257 million Swiss francs	25.293 million Swiss francs
IFRC ongoing Emergency Appeal	NA	NA	NA
IFRC ongoing DREF grant	NA	NA	NA
IFRC Capacity Building Fund			
National Society Investment Alliance			
<b>TOTAL</b>	24.09 million Swiss francs	20.257 million Swiss francs	25.293 million Swiss francs

### MENA Regional Delegation profile

Number of staff:	<b>190</b>
Number of volunteers:	<b>3 million<sup>1</sup></b>
Number of branches	<b>NA</b>

Figure 1: MENA Regional Delegation Human Resources Dashboard

<sup>1</sup> Including all MENA National Societies volunteers.



The Regional Delegation leads the IFRC's work in the region to ensure effective coordination across the IFRC Secretariat, enhance and sustain national society development and be a strong voice from the communities supporting Humanitarian diplomacy at national, regional, and global levels.

The IFRC MENA Regional Delegation has been going through a transformative phase to ensure that it is agile, fit for purpose, and capable to enhance the MENA National Societies' response to the current crises and in alignment with S2030 and the Agenda for Renewal. Aligned with the global IFRC secretariat's approach to have greater impact with a harmonized and consistent approach, the MENA Regional Delegation will also support the systems that enable it to work as one coherent organization globally, but with a clear country focus.

A study has been commissioned by the IFRC Regional Delegation in MENA and was carried out by an external consultant between March and April 2022. The main purpose was to inform IFRC how the Secretariat and its Delegations at regional and country level can ensure their convening and leadership role together with the Membership, in line with the strategic frameworks at global, regional, and country levels. This exercise followed by the MENA Approach 2022-2025 document summarizes key recommendations from this exercise, using a Theory of Change approach.

The **MENA Approach 2022-2025** acknowledges the **value and relevance of IFRC's global strategic frameworks**, including the Strategy 2030, the Agenda for Renewal, and the Global Plan and Budget, cascading important objectives, targets, and indicators down to the Unified Plans at regional and country levels. Reflecting the needs for diversity of the global network, however, the elements of these global strategic documents are often relatively broad. This reduces their utility to give clear and specific strategic direction and guidance for the MENA region that is defined by **interrelated, evolving, and protracted crises at multiple levels** on one hand, and **highly diverse capacities** of the IFRC network and Membership on the other hand.

To realize the commitments towards the National Societies and the IFRC membership, the MENA Regional Delegation adjusted its teams and structures to be a better fit for purpose to scale up the support, provide innovative solutions, and working with Movement and non-Movement partners. The IFRC delegations shall have a clear focus as below, combined with greater emphasis on evidence based centered programmes, risk management, quality support and ensuring value for money.

**MENA Region Approach will focus on three main pillars:**

**People-centered.**

**Prioritized.**

**Positioned.**

- The starting point of the rationale of this approach is to **place people at the center of our work** – both in terms of the people we work with as well as the people we serve. By letting people be our guide, our culture will thrive and staff and people we serve will be **empowered to create real change**.
- The second point is the need to prioritize our actions. We need to **anticipate evolving trends** and identify areas where we can **maximize impact and transformational change** for people most in need through smart and innovative responses.
- When the central role of people and relevant priorities are established, we are well positioned to become a **partner of choice** for donors and other stakeholders to convene and influence humanitarian action and to assist Host National Societies to **sustain relevant quality services** over time.

MENA IFRC delegation's implementation of the strategic priorities and approaches is guided by the following framework:

- Make better use of the convening power of the Federation to advocate for targeted support to the National Societies in MENA, including through specific conferences and events to promote NS strategies
- Become stronger and more consistent in Humanitarian Diplomacy at the highest levels that humanitarian action must be de-politicized and has exemptions from all sanctions and counter-terrorism legislation
- Continue investing in building knowledge of evolving, inter-connected crisis trends in the region and develop a more joined up strategic approach to programming across the region
- Conduct more strategic coordination, which is the key “enabler” role of the Secretariat and its regional and country level delegations
- Promote more shared leadership and ensure sufficient technical expertise at country level, benefitting the strength and value add of the IFRC network and reducing transaction costs to make IFRC more competitive for donor funding
- Invest in the anticipation and analytics of future crises and better meet expectations by donors around data and evidence-based programming
- Prioritize the need to shape innovation as a key role of the Secretariat; enhance collaboration with external actors and facilitate transfer of best practices
- Enhance focus on marginalized groups and excluded people, and facilitate more effective processes to identify vulnerable groups and translate these findings into concrete programming at country level
- Nurture a more conducive organizational culture within IFRC at regional and country levels in the sense of creating an enabling environment for joint learning, sharing accountability, and human resource development
- Solve problems at country level before they come to the regional level by increasing the efficiency at country level as a capacity building measure by the Regional Delegation
- Prioritize support to National Societies in countries affected by “critical crisis”, e.g., Syria, Yemen, and Libya to ensure continued delivery of humanitarian frontline programming, with a focus on health and livelihood support (Goal 1).
- Support National Societies in countries affected by “chronic crises”, e.g., Palestine, Lebanon, and Iraq in their work to facilitate opportunities for social inclusion and to enhance people's resilience in more systemic ways (Goal 2).
- Accompany National Societies in countries affected by “contained crises”, e.g., Iran, Jordan, Egypt, Tunisia, Algeria, and Morocco on their journey towards more inclusive, equitable and cohesive societies (Goal 3).

## **National Society partners**

MENA National Societies lead the overall responses with the engagement and the support of IFRC, along with participating national societies. Coordination is a core constitutional function of the IFRC, which requires a stronger focus as one of the key roles of the IFRC Secretariat – at country, regional and global level.

In the MENA Region, where a significant number of partner National Societies are present (over 20 NS present or supporting remotely activities in Lebanon), this will entail active efforts to preserve resources, eliminate duplication and fragmentation and enhance efficiencies for greater impact.

Within the efforts to improve membership coordination, the Regional Delegation supports and emphasizes the centrality of the host National Societies domestic plans, their auxiliary role to the public authorities in the humanitarian field, and the support role of the IFRC, with its role of coordinating the network in responding to disasters. Prompted by the response to the COVID-19 pandemic, several shared leadership initiatives have started through country support mechanisms, and the MENA Regional Delegation will continue to promote this modality of working going forward.

The Regional Delegation will continue the work started already in 2021, to roll out the newly designed IFRC MENA Membership Coordination Framework at country level, with priority to Lebanon, Yemen and Syria

The Regional Delegation will support the Heads of Delegations/Clusters to work towards One Country Plan development and implementation.

In 2021, MENA Regional Delegation created a Membership Coordination Dashboard that summarizes Partner National Societies' projects and programmes implemented with MENA National Societies. The dashboard enables Federation partners' efficiency and coordinated activities. The below two screenshots summarizes the Membership Coordination Dashboard.

Figure 2: Membership Coordination Dashboard





The IFRC MENA Regional Delegation will also continue working in extending effective and strategic partnerships beyond movement partners to better support the National Societies and ensure effective coordination and complementation to different partners responses. Partners including governments, multilateral organizations, international financial institutions, UN agencies and the private sector.

In view of the recently concluded framework agreements or operational frameworks, IFRC Regional Delegation formalized the cooperation structure with UNICEF and WHO EMRO through signing a Memoranda of Understanding. The Regional Delegation is aiming to develop similar types of regional agreements with other Partners and multilateral organizations.

IFRC Regional Delegation developed a strategic partnership with the World Bank Group that resulted in initiating the COVID-19 Vaccination Third-Party Monitoring jointly in Lebanon and in Iraq during 2021. IFRC MENA Regional Delegation will continue to engage with the World Bank Group to further upscale the partnership. In addition, IFRC MENA RD will engage with the African Development Bank led by the Africa Regional Delegation, and with the Islamic Development Bank.

Overall, the Regional Delegation aims to be a platform that bridges and amplifies opportunities for partnerships at country and regional level in MENA. IFRC will build strategic partnerships with various influencers on social media for more of visibility and raising awareness on major humanitarian issues such as climate change, migration, etc.

## Situational analysis

### 1. General overview: political, social, demographic, economic issues

IFRC Strategy 2030 (S2030) is recognizing a world that is rapidly changing, with new risks and opening opportunities for the Movement and beyond. The MENA region is no exception. Over 400 million people are stuck in some of the longest and worst protracted crises in the world, with high levels of insecurity, poverty, epidemics, and forced displacement, all contributing to a sharp increase in humanitarian needs and extreme vulnerabilities. The COVID-19 pandemic, the impact of climate change, and the effect of the economic and political crisis triggered by the conflict in Ukraine are substantial crisis intensifiers.

MENA region continues to face multiple and complex crises, conflicts, and displacement. The needs of affected populations are increasing in severity and scale and are aggravated by macroeconomic decline, chronic underdevelopment, climate-change, natural disasters, and diseases. Over 55 million people across the region need humanitarian assistance, including more than twelve million people who are internally displaced (UN-OCHA, 2022). Across the region, many countries are battling economic collapse, including soaring food and fuel prices, currency depreciation, limited household revenue, and

rising unemployment. Food insecurity and nutrition continue to worsen, with millions of people in Lebanon, Syria, and Yemen on the brink of hunger and resorting to negative coping mechanisms. Famine-like conditions are evident in parts of these countries (UN-OCHA, 2022).

By 2030, temperatures are expected to rise by 2°C. Climate change continues to evolve as a critical threat to development and is fueling conflicts and population movement. The region is already the world's most water-scarce, food-import-dependent region, and climate change is expected to trigger a further 20-40% decline in food and water provision over the next eight years. This will likely exacerbate further soon, with less precipitation and increased drought frequencies and heat waves.

The COVID-19 pandemic led to an increase in humanitarian needs and extreme vulnerabilities in key basic services globally. In the MENA region, basic and essential healthcare services remain stretched or near collapse in some contexts such as Syria, Yemen, and Libya.

MENA region is one of the largest migration transit areas in the world, with more than 42 million people in need, 40 million migrants, and more than 11 million internally displaced persons in the region. The humanitarian needs differ substantially between the MENA countries in scale and severity, with a sub-regional focus on the North of Africa, which makes focus a key priority. The urban nature of the region adds another element of complexity. The dynamic of rapid and unplanned urbanization exposes an increasing number of people to new vulnerabilities. Especially the urban poor, rural migrants, refugees, and displaced populations often have no other choice than to settle in the most hazardous areas such as flood plains, riverbanks or insecure slopes which are particularly exposed to extreme weather events. Populations on the move are also at increased risk from COVID-19 as basic essential and life-saving services are hindered due to control measures, curfews, movement restrictions, border closures, and discriminatory access to testing and other health services. These measures have also exacerbated existing financial vulnerability as they have hindered already precarious access to livelihoods, as well as for other poor households. The armed conflict in some countries in the region has further undermined the lack of the rule of law and a weak public authority, which has provided a free ground for the increased human rights violations and abuses against displaced persons and migrants with impunity, including by armed groups. Multi-hazard approaches are, therefore, critical in urban areas as the effects of any hazards can lead to breakdown or failure of an urban infrastructure systems and have cascading effects on other systems with potentially catastrophic consequences for all citizens, not only the most vulnerable.

The increase in humanitarian needs and extreme vulnerabilities in key basic services including health, mental health, water and sanitation, livelihoods, and shelter, as well as serious protection concerns, including gender-based violence. The humanitarian situation in MENA has profound consequences and heightening socio-economic concerns in multiple countries, adversely affecting national institutions, and reducing access to basic services.

The conflict in Ukraine is bound to push several MENA countries down the priority list for donor governments, international institutions, and global media. Donors may divert aid flows to ease conditions in Ukraine – creating a major challenge for MENA countries such as Syria, Yemen, and Libya that largely dependent on external assistance (ICG, 2022)

According to IFRC MENA published assessment report, confirmed that the conflict in Ukraine has the potential to intensify pre-existing crises trends and makes countries more vulnerable. In addition, widespread global attention to the conflict in Ukraine crisis is likely to lead to less interest in providing humanitarian assistance to the countries in the MENA region. MENA economies will be negatively impacted, especially countries which primarily rely on Ukraine or Russia for their food imports, potentially leading to a food crisis in the next six months. According to the assessment report, the sharpest increase has been reported in Lebanon (75-100% increase), followed by Iran and Yemen (50-75% increase), while respondents in all other countries reported an increase of 25-50%, confirming information from secondary data. Lebanon is the country most affected by price increase of food in the MENA region. Since 2020, food prices across the country have soared by up to 570%, pushing many families to change their dietary habits to cope with the rising costs. The financial crisis in Lebanon also had large impact on Syria, which has seen the price of food rise by nearly 800% since October 2019 (WFP, 2022).

As a direct consequence of the conflict in Ukraine, Europe is seeking alternative gas resources to become more independent from its supplies. Regional oil and gas exporters like Qatar, Saudi Arabia, Kuwait, Iraq, Libya, and Algeria are expected to benefit from higher export earnings in the short and medium term. In contrast, energy and oil-importing countries in the region experience negative outcomes leading to additional social stress, and high prices will increase economic risks (Albawaba, 2022).

The inflating cost of oil and gas itself have the knock-on effect of raising transport and thus commodity prices across the board, creating inflationary pressures and potentially disrupting supply chains for essential and non-essential goods that will further unsettle already fragile economies in MENA countries. In addition, the rising oil price will force oil-poor countries to lower the exchange rate for their national currencies, further depressing incomes and worsening living conditions (ICG, 2022).

The region is characterized by the largest youth cohort it has ever seen, with young people aged 15 to 29 accounting for approximately 30% of the population - or approximately 110 million people - in a region where 60% of the population has not yet reached the age of 30. Despite the fact that Arab young people are not a homogeneous group, they all face similar challenges in terms of decent employment, access to quality education, young people-friendly health services and life skills, and civic participation. Aside from the significant impact of conflicts, instability, and all forms of migration.

The COVID-19 pandemic and ongoing instability in some countries have exacerbated their situation, limiting youth development. The IFRC MENA Regional Delegation prioritizes cross-cutting youth engagement with other thematic areas, with the goal of creating opportunities for MENA youth to leverage their skills in areas such as climate, digital technology, and communication

While volunteer empowerment, and protection are key elements to foster the scaling up of the RCRC Movement actions in the region.

The donor fatigue has already diminished attention to crises in the region such as the Israeli-Palestinian conflict, the Lebanese economic implosion, the growing threat of famine in Syria, or Yemen's humanitarian catastrophe. These crises are likely to draw even less interest from international actors preoccupied with the urgent events unfolding in Europe. For the millions of Palestinians, Lebanese, Yemenis, Syrians, and others who live in countries experiencing conflict, catastrophic economic meltdowns, and increasing humanitarian needs, this would be equivalent to shutting down critical life support. (CEIP, 2022)

According to IFRC MENA assessment, even before the Ukraine conflict, these funding shortages were leading to curtailed programmes and cut rations in responses around the world. The United Nations estimated that a record number of people will need assistance in 2022. Despite relatively high levels of donor contributions in 2021 – 46% of requirements met – the \$20.5 billion gap to what was needed was still the largest ever. Syria received less than half (46.5%) required funding in the last year, despite eleven years of conflict and Yemen is set to receive less than 30% of the required funds this year after 7 years of conflict.

## 2. Strategy 2030 global challenges



### Climate and environmental crises

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MENA faces many climate and environmental challenges which include water scarcity, air pollution, inadequate waste management, arable land depletion, desertification, loss of biodiversity, declining marine resources and degradation of coastal ecosystems. MENA countries are very vulnerable to climate change impacts as harsh climate conditions, extremely high temperatures and heatwaves, limited groundwater, rainfall, and scarce agricultural and arable land naturally affect them.

Due to the combination of water and precipitation scarcity, high population growth and geographic concentration of the population, MENA is considered the most water-stressed area in the world (Borghesi, Ticci, 2019). The region has been subject to an almost continuous drought since 1998, according to NASA, which says the current dry period is the worst for 900 years. The World Bank, which is spending \$1.5 billion to fight climate change in the region, estimates that 80-100 million people will be exposed to water stress by 2025. The MENA region, specifically in the Levant region is anticipated to be among those most affected by droughts and decreased precipitation – Jordan's rainfall is expected to fall by 30% by the end of the 21<sup>st</sup> century.

Rising sea levels is another risk faced by the MENA region, as global sea level is forecasted to increase by 301-122 cm by 2100. This will lead to intrusion of seawater into coastal aquifers and wells, water salinization, inundation of coastal areas that would have devastating impacts on economic, agricultural, and health sectors. The countries most at risk from sea level rise are Algiers, Benghazi and Alexandria.

Rising temperatures in the MENA region are expected to reach 4°C by 2050, coupled with increased and more intense heatwaves, and this phenomenon is already being witnessed. Increased temperatures along with reduced water resources will lead to higher desertification rates in the region, given already existing degrading soil and ecological systems. This will impact arable lands and agricultural patterns, ultimately leading to intensifying food insecurity, which is already vulnerable given the Ukraine-Russia crisis.

Urbanization exacerbates the risk of floods and heatwaves as the amount of sealed surface and at the same time concrete, asphalt and glass of but also corrugated iron sheet roofs capture and reflect heat turning densely settled urban areas with lack of green space and ventilation into heat islands.



## Evolving crises and disasters

Protracted crises and conflicts, droughts, earthquakes, water scarcity, sandstorms and extreme winter and heat waves continue to happen in the region with increased frequency and humanitarian impact hindering the development efforts and have a negative impact on livelihoods and economies throughout the Middle East and North Africa (MENA) region.

Due to inadequate disaster risk management infrastructure and capacity, a lack of sufficient human and material resources to respond to disasters when they occur, environmental degradation, and rapid urbanization that has resulted in overcrowding and settlement in hazard-prone areas, these disasters have caused significant human suffering. The COVID-19 pandemic, continuous conflicts, and these disasters have all contributed to a great deal of human suffering in the region.

Climate change is playing a significant role in these disasters through declining winter precipitation increasing periods of drought that have entrenched chronic water scarcity in one of the world's most water-stressed regions. Due to the number of multiple events and challenges that the region faces, it is increasingly necessary to strengthen the capacities of National Societies to increase their response capacity more effectively and effectively to meet the needs of the most vulnerable populations.

Building on the risk analysis of 2022, hundreds of thousands of people are impacted by weather extremes including torrential rains and floods; many of these occurrences take place in unstable environments brought on by conflicts. The impacts of Ukraine Crisis continue to increase the exposure of vulnerable communities to more risks such as food insecurity and negative coping mechanisms in relation to livelihoods in a region where food security is at severe stage in different counties due to years of large-scale crises and conflicts.

According to the Rapid assessment report<sup>i</sup>, MENA economies are impacted by the conflict in Ukraine, especially countries that primarily rely on these two countries for their food imports. This increases the risk of a food crisis in the next six months. All twelve MENA countries experienced an increase in the prices for basic food items. The sharpest increase has been reported in Lebanon (75-100%), followed by Iran and Yemen (50-75% increase), while in other countries prices increased by 25-50%. All countries await this negative trend to continue, with an expected price increase of 25-50% during the next six months.





## Growing gaps in health and well-being

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More than a billion people live in places where protracted crises and weak health services leave them without access to basic care, fostering environments where forgotten diseases emerge. An unacceptable number of people still do not have access to clean water and basic sanitation. The vulnerabilities of health are increasing as result of multiplier effect population movements, epidemics, conflicts, non-communicable diseases, natural and technological disasters, and climate changes.

As the health systems globally are moving out of the COVID 19 pandemic, more studies have reported the worsening of global mental health during the COVID-19 pandemic as a result of lack of access to mental health services, distress related to lockdown and losing of jobs and/or loved one. This indicates that mental health might be the next pandemic.

Communities across the world still lack access to basic health education and health care. This results in health outcome disparities, which are often related to geographic distribution, income inequity and belonging to vulnerable groups.

MENA region continues to face substantial and diverse political, economic, social, and health challenges. The region is experiencing an epidemiological transition with the decline of communicable diseases and the rise of non-communicable diseases (NCDs) and injuries. However, ongoing conflicts in Iraq, Libya, Syria, Palestine, and Yemen have created new health challenges. Regional refugee crises are straining the health systems of host countries, and refugees and other displaced populations face challenges accessing and paying for health services.

Compared to other regions, MENA countries are having the lowest level of public expenditure on health which increases out of pocket spending. The lack of affordable health services is affecting all MENA countries, amplified by the shrinking purchasing power of households because of the impact of the economic crisis, to which the Russia-Ukraine crisis is a major contributing factor.



## Migration and identity

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Middle East and North Africa is a region with over 400 million people<sup>[1]</sup> facing some of the world's longest and worst protracted crises. The region has had to contend with multiple and complex humanitarian challenges due to man-made and natural threats. The needs of affected populations are increasing in scale, and exacerbated by violence, economic, political, and social crises, disasters, the consequences of the COVID-19 pandemic and also the consequences of the Ukraine conflict as widely highlighted in the IFRC MENA Rapid Assessment *"The impact of the conflict in Ukraine as a crisis multiplier in the Middle East and North Africa"*.

The MENA region continues to concurrently represent countries of origin, transit, and destination along different migration routes, with three interlinked dynamics: forced migration and internal displaced largely due to protracted crises across the region; migration flow driven by economic factors; movement of regular and irregular labour migrants. There are more than 56 million people in need, 40 million migrants<sup>[2]</sup> and 14.4 million internally displaced persons (IDPs)<sup>[3]</sup>.

The already dire situation in several MENA countries hosting vulnerable refugees and migrants and is expected to deteriorate further because of humanitarian funding shortfalls. In seven countries the situation of vulnerable migrants and refugees is expected to get worse (Lebanon, Iran, Jordan, Tunisia, and Yemen) or much worse (Algeria and Egypt). The preparedness and response capacity of MENA National Societies for such a scenario is seen as moderate in six, and high in four MENA countries. Only in Yemen the capacity of the National Society to support vulnerable migrants and refugees is rated low.

Moreover, the events in Ukraine increase the risk of conflict and social unrest in the MENA region, which could also trigger involuntary population movements. Taking the increase in risk of social unrest and conflict in combination with the projected rise in food insecurity into account, such a development cannot be ruled out as a midterm scenario for several countries. In five out of six IDP-hosting countries in the region the humanitarian situation of IDPs is expected to worsen

over the next six months. The preparedness and response capacity of National Societies for such a scenario is seen as high in six, moderate in four countries, and very low in Morocco.

The IFRC MENA will also focus 2022 analysis on the possible impact of climate change and its consequences on migration and displacement movements, trying to anticipate evolving trends and identify areas where MENA National Societies can maximize their impacts.

<sup>[1]</sup> IFRC MENA Regional Delegation, “*Rapid Assessment: The impact of the conflict in Ukraine as a crisis multiplier in the Middle East and North Africa*”, June 2022

<sup>[2]</sup> *Ibidem*

<sup>[3]</sup> *Ibidem*



## Power, Values and Inclusion

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The MENA region is characterised by the largest youth cohort it has ever seen, with young people aged 15 to 29 accounting for approximately 30% of the population - or approximately 110 million people - in a region where 60% of the population has not yet reached the age of 30. Despite the fact that MENA young people are not a homogeneous group, they all face similar challenges in terms of decent employment, access to quality education, young people-friendly health services and life skills, and civic participation. Aside from the significant impact of conflicts, instability, and all forms of migration. The COVID-19 pandemic and ongoing instability in some countries have exacerbated their situation, limiting youth development.

According to statistics, one-third of active young people in the Arab region are unemployed, the highest rate of youth unemployment in the world. Gender disparities in employment exist, with young women experiencing higher unemployment rates than young men.

Ten of the MENA region's 17 countries are classified as having low or medium youth development (Youth development index).

Unleashing the potential of youth requires acknowledging the challenges they face, as well as investing in basic services that improve their capabilities, particularly in education, health, civic engagement, and ICT, and using their power in using social media given that 64% of social media users in the region are youth under the age of 30.

The IFRC MENA Regional Delegation prioritises cross-cutting youth engagement with other thematic areas., with the goal of creating opportunities for MENA youth to leverage their skills in areas such as climate, digital technology, and communication, in order to unleash the tremendous energy needed to power a future of sustainable and inclusive growth of youth in the region.

## Multi-year programmatic focus

### Strategic priorities



#### Climate and environmental crises

Indicative funding requirements	CHF
2023	2,000,000
2024	3,000,000
2025	5,000,000

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In 2023 and beyond, MENA Delegation shall focus on reducing the current and future humanitarian impacts of climate and environmental crises and supporting people to adapt and thrive in the face of it. This means climate adaptation and mitigation are high on our collective agenda, integrating climate risk management across all programmes, operations, and advocacy.

### Assessment and analysis:

The 17 National Societies in the MENA region have signed the Climate and Environment Charter for Humanitarian Organizations. The focus for the coming years will be in line with the commitments stated in the charter, including helping people adapt to the impacts of the climate and environmental crises; increase our capacity to understand climate and environmental risks and develop evidence-based solutions; work collaboratively across the humanitarian sector and beyond to strengthen climate and environmental action; use our influence to mobilize urgent and more ambitious climate action and environmental protection.

In line with the Global Climate Resilience Programme, our work will also focus on scaling-up climate smart disaster risk reduction, early action and preparedness; reducing health impacts of climate change; addressing climate displacement and enabling climate resilient livelihoods, using different tools like increasing the understanding of the climate crisis and mobilize positive action; influencing investments, laws, policies, plans and practices; strengthening our expertise and volunteer base to reduce the impacts of the climate crisis; and innovate, develop and enhance tools and approaches.

COP28 is also taking place in the MENA region in 2023, so strengthening the auxiliary role of national societies is of importance for them to engage in climate and environment-related opportunities with partners and public authorities, in addition to being involved in movement-wide discussions, leadership platforms and coordination on climate change. Leveraging on their auxiliary role will also allow them to receive funding to work on climate and environment related issues as they will be the “partners of choice”.

	Evolving crises and disasters	
	Indicative funding requirements	CHF
	2023	2,461,000
	2024	3,000,000
	2025	3,000,000

The focus will be on preparedness and readiness to respond to shocks, enhancing community risk reduction and resilience. It includes early warning, early action and anticipation to mitigate risks from multi-hazards affecting the lives, the livelihoods, homes and living conditions of vulnerable communities and the most disadvantaged and hard to reach.

MENA region is vulnerable to climate change impacts and extreme weather-related events, such as floods, drought, heatwaves and cold waves, limited groundwater and rainfall, and scarce agricultural and arable land. The global incidence of natural disasters has nearly doubled since the 1980s, while it has nearly tripled in MENA, affecting 40 million people over the last 25 years. This rise in losses and people affected reflects a growing vulnerability to weather and climate related hazards. In addition, MENA region is exposed to man-made hazards, social unrest and conflicts in Iraq, Yemen, Syria, Libya, Palestine and others.

In 2021, MENA IFRC have been supporting the 17 National Societies with effective disaster management tools such as Disaster Relief Emergency Funds (DREF), Rapid Response, and Emergency Appeal. As of end of September 2021, 15 DREFs have been initiated and processed to seven MENA NSs, double the number issued in 2020. With the increased intensity of climate related disasters and protracted emergencies, NSs are expanding more on IFRC international support as mandates, resources and capacities are over-stretched. As global initiatives are working on enhancing the IFRC emergency tools and systems, considering DREFs as one of the strategic flagships for 2025, a proper roll out needs to be actioned within MENA country delegations and NSs to ensure new systems are integrated to ensure timely response to

affected populations. A focused learning approach on IFRC emergency response tools (DREFs and EAs) will be targeting NSs at high-risk countries (at least 5), including assessments and planning.

Whilst supporting with effective disaster management, to ensure proper institutional preparedness capacities are in place in line with the localization agenda to have strong local responders, systematic and aligned disaster risk management approach has been utilized through NS Preparedness for Effective Response (PER) process. In 2020, there were two MENA NSs (Egypt and Yemen) applying the PER process through implementing plan of action to improve their response preparedness capacities. In 2021, additional five MENA NSs from Jordan, Syria, Morocco, Iraq, Libya are at different phases of the PER process. Through this process NSs are identifying where are the gaps and strengths of their response mechanism, then to take actions to improve over time. In 2021 Egypt NS started engaging in CVA preparedness, with a self- assessment and development of a CVA Preparedness Plan of Action. Algeria NS started CVA preparedness in 2022, and 27 staff and volunteers have completed an initial CVA training.

The support to the regional CVA Preparedness also included the delivery of two Practical Emergency Cash Transfers (PECT) trainings in December 2021 and July 2022. 23 Participants from the region are now integrated in the RRMS and in the Regional CVA in Emergency practitioners' pool. To enhance Coordination on CVA, a Regional CVA Community of Practice was established in September 2021, and there was consensus on extending it for awareness raising sessions on RCRCM-wide initiatives. The Extended CoP was established in February 2022, and comprises IFRC CD/CCD CVA focal points, PECT-trained staff, and staff and volunteers engaging in CVA activities as indicated by NS.

Investing in institutional preparedness capacities of paramount importance given increase in the number of extreme weather-related events in the region impacting the lives, livelihoods, living conditions of the populations. In the same line, advocacy, strengthening of partnerships and collaborations took place on anticipatory agenda. IFRC MENA engaged and leveraged the RCRC network and external stakeholders on anticipatory actions, such as World Food Programme (WFP) and Qatar Fund for Development. For the next coming years, scaling-up the anticipatory agenda will be high in the priority to act early and save lives and minimise negative human, economic and environmental impacts to enhance multi-hazard resilience.

### **Assessment and analysis:**

In 2022, according to INFORM<sup>2</sup> risk index which triangulates and consolidates hazard exposure both man-made and climate-related, vulnerabilities, and coping capacities, majority of MENA countries are ranked high and medium in the risk class. Out of 17 countries where MENA NSs are operating, four countries are among the very high and high risk, five in medium risk and six in low and very low risk. This means that most of our efforts will continue to be around institutional preparedness and effective disaster management.

Based on the results of the PER processes in MENA, there is still much to be done around development of Emergency Operations Centres, and pertinent standard operating procedures clarifying roles and responsibilities, internal communication channels in the NSs. Furthermore, hazard and risk analysis, building scenarios and response plans based on identified risks will be of high importance. Though there are strong first responder capacities, refreshers and trainings will also impact on the effective response, particularly given the progress made in translating and adapting the globally harmonised National Response Teams' training curriculum in MENA region. In 2022, these elements will be given priority as it is coming out of the MENA NSs' needs and response experiences.

Surge capacity in MENA remains underdeveloped with limited technical resources that are available to deploy. Timeliness in contexts of emergencies is one of the major influences, in addition to availability and consistency in longer-term HR resources.

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<sup>2</sup> NFORM is a collaboration of the Inter-Agency Standing Committee Reference Group on Risk, Early Warning and Preparedness and the European Commission.



## Growing gaps in health and well-being

Indicative funding requirements	CHF
2023	1,000,000
2024	2,000,000
2025	3,000,000

The focus of this strategic priority will be on ensuring that all people have safe and equitable access to health, water, sanitation, and adequate living conditions. This means expanding integrated community-based health, care and first aid as well as water, sanitation, and hygiene programmes to address the unmet needs of vulnerable or marginalised groups. This also includes significantly investing in epidemic and pandemic preparedness, and specifically local actors, networks, and volunteers as community-based responders able to detect and respond to disease outbreaks and other health risks.

To achieve this, the IFRC Secretariat will support National Societies to expand the scale and quality of their health and water, sanitation, and hygiene services at the community level in both emergency and non-emergency settings.

### Assessment and analysis:

MENA is a region with several countries, historically, hit by natural hazards, climate change, man-made disasters, conflicts, and political, social and economic instability. The COVID-19 pandemic exacerbated the already-existing issues and vulnerabilities in the region and added an increased burden on an extremely fragile country context and health system. The needs were increasing, while public authorities in most MENA countries, due to the lack of funds, human resources, civil unrest and damaged infrastructure were struggling to deliver the basic health needs to the most vulnerable populations. This resulted in millions of people denied access to basic and quality primary healthcare services, first aid and clean water services. The war in Ukraine increased the impact of these pre-existing crises and makes countries more vulnerable. Also, the overall impact of multiple, aggregated crisis factors is higher in Syria, Yemen, and Libya (“Critical Crises”), when compared to Palestine, Lebanon, and Iraq (“Chronic Crises”), and Tunisia, Egypt, Algeria, Iran, Jordan, and Morocco (“Contained Crises”). Nine countries already experienced a drop in funding because of the Ukraine conflict. All MENA countries experienced an increase in the prices for basic food items. The lack of affordable food is affecting the people, which indicates a particularly steep decline of the socio-economic situation in these countries. These factors accentuated the needs and reliance of vulnerable communities on different services the National Societies (NSs) had to offer.

In 2023, IFRC MENA regional office, will provide support to the NSs in the main thematic areas which cover i) Strategy, policy, and advocacy, ii) Community health including Mental Health and Psychosocial Support (MHPSS), iii) Emergency health, iv) medical health services- and v) Water and sanitation hygiene (WASH).

This will enhance the capacities and strategic focus of NSs to contribute to improving the health, preserve dignity, and well-being of vulnerable communities and reduce the growing gap in health and WASH services. This should also increase the connectivity to existing health systems in hard-to-reach areas, with a focus on Red Cross Red Crescents' unique position, trust, and acceptance by communities. An integrated approach with health and WASH during emergencies (protracted emergencies, climate-related crisis, pandemic, and epidemic control and mitigation) and non-emergency resilience activities to improve sustainability and access to quality health care and WASH services. The MENA regional office will aim to provide regional technical leadership and support to NSs and Countries /Cluster delegations, in full alignment with the global health strategies, directions and based on National Societies priorities, needs, and gaps to ensure a fully integrated Health and WASH approach in coordination with relevant RC/RC Movement and external partners in the Region (WHO, UNICEF, UNFPA, private sector, civil society governments, NGOs etc.).

### Water, Sanitation, and Hygiene (WASH)

MENA is the most water scarce region of the world. The region is home to about 6% of world’s population but has access to measly 2% of the world’s renewable fresh water with 12 of the world’s most water scarce countries. The average water availability per person in the region around six times less than the worldwide average. Over 45 million people, of whom

over 16 million children, lack access to basic sanitation services. Infrastructure damage, power outages, high fuel prices and sometimes lack of fuel, threatening to deny access to clean drinking water and safe sanitation services for significant percentage of population of countries in conflict, e.g., Syria, Yemen.

WASH programming in MENA continues to be delivered by National Societies that are in countries affected by conflict and complex and protracted crises as well as those affected by the COVID-19 pandemic which has increased WASH-related activities significantly in volume and geographic spread. This is particularly evident in infection prevention, and control measures which complement efforts to support COVID-19 pandemic response.

IFRC Regional Delegation will upscale WASH programming as a key element in pandemic and epidemic control not only to for the COVID-19 pandemic but also other enteric diseases such as AWD and cholera. In addition, IFRC Regional Delegation will respond to the impact of climate change and increase short-term and longer-term WASH operations and programming. Regional Delegation will mainstream protection, gender and inclusion (PGI), within WASH programming and operations in alignment with the global tools for PGI.

	Migration and identity	
	Indicative funding requirements	CHF
	2023	7,500,000
	2024	8,500,000
	2025	10,000,000

The focus will be to ensure that all people who migrate and are displaced, are safe, treated humanely and with dignity, and have the assistance and protection support needed to thrive in inclusive societies. The focus is in-line with the IFRC Policy on Migration (2009), the IFRC Global Strategy on Migration (2017), and the IFRC MENA Migration Framework (2021-2022).

To achieve this, IFRC will put stronger efforts into enhancing MENA Red Cross Red Crescent Societies' capacities to understand migration dynamics in each countries' contexts to deliver appropriate humanitarian services to migrants, displaced people and those impacted by the migratory and displacement phenomenon (including families who stay behind) in coordination with relevant local and international actors.

As highlighted in the context analysis, Middle East and North Africa is a region with over 400 million people facing some of the world's longest and worst protracted crises. The region has had to contend with multiple and complex humanitarian challenges due to man-made and natural threats. The needs of affected populations are increasing in scale, and exacerbated by violence, economic, political, and social crises, disasters, the consequences of the COVID-19 pandemic and also the consequences of the Ukraine conflict as widely highlighted in the IFRC MENA Rapid Assessment "The impact of the conflict in Ukraine as a crisis multiplier in the Middle East and North Africa".

The MENA region continues to concurrently represent countries of origin, transit, and destination along different migration routes, with three interlinked dynamics: forced migration and internal displaced largely due to protracted crises across the region; migration flow driven by economic factors; movement of regular and irregular labor migrants. There are more than 56 million people in need, 40 million migrants and 14.4 million internally displaced persons (IDPs).

In line with the pillars of IFRC MENA Approach 2022 – 2025 "*People-centered, Prioritized, Positioned. Approach of the IFRC Regional Office in the Middle East and North Africa Region towards the achievement of the Global Strategy 2030, Agenda for Renewal, and Global Plan*", all the projects and the activities under the Migration and Identity Priority will focus on:

- A. placing the people in the center of the IFRC work, in this case migrants, refugees and IDPs alongside the host communities.
- B. anticipating evolving trends, with assessment and analysis on migration and displacement movements.
- C. becoming a partner of choice for other stakeholders to convene and influence humanitarian action related to migration and displacement and to assist MENA National Societies to sustain relevant quality services for people on the move and host communities.

In 2022, the IFRC Regional Delegation supported the Red Cross and Red Crescent MENA National Societies in developing operational plans, projects, and initiatives aiming to guarantee access to basic services to people on the move and providing different type of services. The multidisciplinary assistance of MENA National Societies in the field of migration and displacement includes health services, distribution of food parcels, distribution of hygiene kits and/or household items, protection services for children and victims of sexual and gender-based violence (SGBV), mental health and psychosocial support, restoring family links (RFL), livelihoods projects, and others. Moreover, different National Societies have been supported in developing Migration Strategies and positioning documents.


2022, has also been the year of the first in person General Annual Meeting of the MENA Migration Network, hosted in Amman, Jordan. The meeting has been an opportunity for MENA National Societies to discuss the main gaps in needs to respond to people on the move which are: funding, human resources capacities, access, and safety and security. The IFRC MENA Federation-wide country plan 2022-2025 is focused on these needs: the IFRC Regional Delegation will coordinate RCRC Movement partners in supporting MENA National Societies and will strengthen technical and financial support in capacity building and service delivery.

Moreover, to reach these goals, the IFRC Regional Delegation will have a further focus on the initiatives already planned and initiated in 2021 and 2022, guaranteeing support based on a multi-year prevision and route-based approach:

- implementation of the Cross Regional Proposal Humanitarian Assistance and Protection for People on the Move involving seven National Societies from Middle East and North Africa, already commenced in Algeria, Egypt and Syrian Arab Republic
- expansion to different MENA Countries of the so-called Children Red Initiative for supporting children on the move in Middle East and North Africa,
- support of the MENA Migration Network as central platform in the Region for best practices exchange and peer to peer support, and
- strengthen the coordination with movement and external partners such as UN Agencies like the International Organization for Migration in line on what started in 2021-2022

The Regional Migration Unit will mainstream migration and displacement to all the other areas of focus, aiming to strengthen the interaction between the Priority “Migration and Identity” and all the other Strategic Priorities. According to the IFRC MENA Regional Migration Framework developed in 2021-2022, the programme approach is based on the idea to reinforce the National Societies in planning strategically the provision of neutral, impartial, and independent humanitarian assistance in support of vulnerable migrants (including asylum seekers and refugees) and IDPs, according to their needs and vulnerabilities. The MENA Regional Delegation will provide a comprehensive and structured capacity development plans to NS’s and ensure the efficiency and effectiveness of the response.

The IFRC MENA will also focus its 2022 analysis on the possible impact of climate change and its consequences on migration and displacement movements, trying to anticipate evolving trends and identify areas where MENA National Societies can maximize their impacts.

	<b>Power, Values and Inclusion</b>	
	<b>Indicative funding requirements</b>	<b>CHF</b>
	2023	3,000,000



	2024	3,200,000	
	2025	3,500,000	

The focus will be on protecting and promoting a positive change for humanity, based on humanitarian values and principles.

To achieve this, IFRC will work on enhancing Red Cross Red Crescent Societies capacities to reach more local branches and increase awareness and actions through the power role of the youth and the engagement with the education community and ensuring significant efforts to more inclusive working dynamics, greater diversity and more efforts for the protection of people, their dignity and contributions for resilience and peaceful environments.

### **Assessment and analysis:**

If we want humanitarian action to be more effective and inclusive, we need to support young people to be agents of change and enable them to occupy positions of leadership, influence the decisions that impact them and remove the barriers that prevent them from fulfilling their potential

The MENA region is characterized by the largest youth cohort it has ever seen, with young people aged 15 to 29 accounting for approximately 30% of the population - or approximately 110 million people - in a region where 60% of the population has not yet reached the age of 30. The MENA region has held the highest youth unemployment rates in the world for the past 25 years, crossing 30 %

Despite the fact that Arab young people are not a homogeneous group, they all face similar challenges in terms of decent employment, access to quality education, young people-friendly health services and job skills, and civic participation. Aside from the significant impact of conflicts, instability, and all forms of migration, one in five young people in the MENA region considered migrating. In some countries, this is as high as 50 per cent.

The COVID-19 pandemic and ongoing instability in some countries have exacerbated their situation, limiting youth development.

As climate change takes a heavy toll on the region, it has disproportionately impacted the youth, who are at the forefront of experiencing the consequences of climate change in their daily lives, meanwhile young people are scaling up their efforts to accelerate climate action.

The IFRC MENA Regional Delegation prioritizes cross-thematic youth engagement with the goal of creating opportunities for MENA youth to leverage their skills in areas such as health, digital technology, and life and future skills. Climate education and building MENA NSs youth capacities in climate and environment-related skills and knowledge, as well as leading initiatives to respond to the climate crisis as change agents in their communities, will be considered while engaging them in Pre-COP events and opportunities, as COP28 will take place in the MENA region in 2023.

According to a rapid gender analysis conducted by Care International at the early stages of the pandemic, an average of 15% of households in the region are female-headed, with substantial differences in Yemen and Syria, which each have about one third of populations living in female-headed households. Rates of gender-based violence, such as intimate partner violence, so-called 'honour killings', early child marriage, female genital mutilation, and sexual assault are particularly high, while acknowledging typically low levels of reporting and support-seeking by survivors, given strong cultural stigmatization. COVID-19 pandemic has had a disproportionate impact on women and girls with containment measures increasing the unpaid care burden and increasing the incidence of domestic violence with increased traffic on hotlines and increase in request for support from service providers supporting GBV survivors. Official figures indicate that around 35% of married women in the MENA region have experienced intimate partner violence at some point in their lives, which is slightly higher than the world average at 33% (UN Women/ESCWA, 2017).

An average of 9% of persons in MENA are living with a disability, including a substantial increase in conflict-related injuries over the past decade, with Syria reaching 27% of the total population living with a disability (HNAP Syria 2020).



Protection, Gender and Inclusion (PGI) is a significant area of focus in the context of MENA, and as a cross-cutting approach to all programmes, will focus on the most vulnerable individuals and groups, providing support to National Societies to contribute to increasing protection services, measures to prevent, mitigate the risk of and respond to violence including gender-based violence towards women and minoritized groups, violence against children and Trafficking in Persons; in addition to seeking durable solutions for the recovery of vulnerable groups.

IFRC MENA Regional Delegation aims to support NSs to achieve its outcomes on education and youth-led initiatives under the Strategic Framework on Education 2020-030, IFRC Youth Engagement Strategy, and Gender and diversity policy, in alignment with IFRC 2030 strategy, and its determination to move forward and tackle the major challenges that confront humanity in the next decade. Informed by the needs and vulnerabilities of the diverse communities. We will also ensure accountability by ensuring greater adherence to measures for the Prevention of Sexual Abuse and Exploitation, Child Safeguarding policy and anti-harassment as part of a broader approach to safeguarding.

# Enablers – National Society Development and IFRC membership services

Enabler 1:	Engaged with renewed influence, innovative and digitally transformed with greater emphasis on National Society development	
	<b>Indicative funding requirements</b>	<b>CHF</b>
	2023	1,977,017
	2024	727,000
	2025	800,000

This enabler focuses on ensuring that the Secretariat and National Societies are respected and recognized as neutral, impartial humanitarian actors; are effectively positioned to promote principles, values, policies and legislation in support of humanitarian action; and mobilize support for the needs and aspirations of vulnerable communities.

As emphasized by Strategy 2030, the world has changed and the IFRC network must act quickly to keep pace. Neither the IFRC network nor the IFRC Secretariat will be able to meet the objectives under the five strategic priorities unless they rapidly modernize, make effective use of their voices and programmes, and upgrade their ways of working to match the new realities. We will need to innovate, to embrace and fully deploy digital technologies, and build their auxiliary role to become their authorities’ partner of choice. We also need a stronger emphasis on working better together as a network and with others, “thinking beyond the borders of the Red Cross and Red Crescent” and bursting free of self-imposed silos, to tackle the most important humanitarian challenges facing the world.

Enabler 2:	Accountable, with agile and efficient management with greater emphasis on National Society development	
	<b>Indicative funding requirements</b>	<b>CHF</b>
	2023	3,414,000
	2024	400,000
	2025	420,000

This enabler focuses on the management and organisational approach the IFRC Secretariat will take, to function as one Secretariat and as one Federation-wide organization.

To achieve this, IFRC will put stronger emphasis in eliminating unnecessary bureaucracy and duplication on its own systems and creating the right conditions to expand our collective ambitions to increase financial resources to reach to more people in need, while achieving more efficient, accountable and well-functioning Red Cross and Red Crescent Societies to be always the partner of choice.

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Enabler 3: Trusted by communities, owned and valued by the membership with greater emphasis on National Society development

Indicative funding requirements	CHF
2023	2,738,119
2024	1,430,000
2025	1,573,000

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This enabler focuses on how the IFRC is positioned as a principled and trusted network which is owned and supported by its membership, and it strives for mutually respectful cooperation and coordination within the Red Cross Red Crescent Movement, as well as with external partners.

To achieve this, IFRC will work on a substantial effort to listen the membership needs and respond accordingly, recognizing the singularities and universality of our organization. IFRC trust will be proportionally related to the level of organizational growth of Red Cross Red Crescent Societies at local and Headquarters level, and to their leadership to address humanitarian and development issues with the right people and with the relevant coordination and Cooperation.

## Quality and accountability

Since July 2021, MENA Regional Delegation has been working on an integrative quality assurance approach that interlinks planning, monitoring, evaluation, reporting, information management, risk management and community engagement and accountability.

Accordingly, and guided by the Fundamental Principles of the Red Cross and Red Crescent Movement and standards elaborated in the IFRC Framework for Evaluation, the MENA Regional Delegation supported the creation of the PMER and Quality Assurance Regional Unit that supports MENA NSs to create monitoring and evaluation frameworks, risk registers and collect quality data that ensures the creation of business intelligence enabling planning.

## Risk management

Risk management is one of the cornerstones of IFRC's governance and management structures and provides a framework through which our objectives are managed and delivered. Risk identification is done at all stages including as part of the operational planning process to highlight the key threats that may hinder the success of the operational plan and to inform prioritization of risks based on a selected criterion. Identified risks are documented on a risk register, with clear risk ownership assigned, and an agreed upon action plan is monitored, and reported periodically. The Secretariat also provides risk management capacity building to the MENA National Societies and supports in setting up risk management structures that support the management of risk to inform decision making.

## Annex 2 – Thematic response – Workplan 2023 for MENA Regional Delegation

### Strategic Priorities

	<b>1. Climate and environmental crises</b> <b>Requirements (CHF): 2,000,000</b>
<b>Outcome 1.1</b>	Communities and Red Cross and Red Crescent (RCRC) staff and volunteers undertake urgent action to adapt to the rising and evolving risks from the climate and environmental crises.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	
<b>Outputs:</b> 1.1.1: IFRC and National Society staff and volunteers have the knowledge, capacity, and resources to serve as agents of change and mobilise urgent action to address the climate and environmental crises.	
<b>Activities:</b> <ul style="list-style-type: none"> <li>• Continuous Training of National Society Focal Points on climate change, climate action &amp; climate-smart programming, as well as environmental crises using ToT approach when feasible</li> <li>• Roll out of country level trainings/sessions on climate change, climate action &amp; climate-smart programming, as well as environmental crises to staffs and volunteers (with remote and peer to peer support)</li> <li>• Training of trainers of target NS on climate change, climate action &amp; climate-smart programming, as well as environmental crises to staff and volunteers</li> <li>• Mainstream, where feasible, climate action into NS programme, operations and strategies through development of actions plans and/or direct revision of strategic documents, trainings, project depending on NS needs and context</li> <li>• Training of Trainers on Y-Adapt to active and engaged NS Youth Service</li> <li>• Promote the use of the Urban Action Toolkit together with MENA NSs</li> <li>• Support and/or Self Roll out of Y-Adapt training by trainers in country and Provide start-up grant to champion NS to support climate change adaptation youth actions in country</li> <li>• Maintain the Climate Change Adaptation and Disaster Risk Reduction Community of Practice through virtual meetings, face-to-face meetings, when possible, to enhance knowledge sharing and peer-to-peer exchange among the NSs and with RCRCM relevant working groups</li> <li>• Enhance the knowledge of National Societies on DRR in FCV given its prevalence in the region</li> <li>• Introduce the Urban Resilience agenda to the National Societies to ultimately define action points on how to revive the file in the region</li> <li>• Assist pre-selected ‘urban champion’ NSs, which have notably contributed to the CoD Resolution on Urban Resilience and Urban Collaboration platform, to develop strategic urban plans and operationalise the resolution.</li> <li>• Co-define Adaptation measures together with MENA national societies (climate proofing of homes, promotion of green spaces, establishment of cooling centres etc.) need to which can be brought to scale in high-risk cities. IFRC will support NS in their city governments auxiliary roles with climate adaptation plans, awareness raising and concrete action at community/neighbourhood level.</li> </ul>	
1.1.2: The National Societies is supported to ensure communities have increased capacity to address the evolving impacts of climate change and ownership over programmes addressing climate risks through increased avenues to contribute their own insights, knowledge, and ideas	
<b>Activities:</b> <ul style="list-style-type: none"> <li>• Self-roll out of country level training of EVCA Facilitators (with remote and peer to peer support)</li> </ul>	

- Assist in the roll out of country level training on EVCA facilitators with target NS
- Develop and support, technically and financially, development projects with priority focus on the impact of climate change on urban settings, livelihoods and food security

1.1.3: IFRC and The National Societies systematically integrate and anticipate short- and longer-term impacts of the climate and environmental crises in their programmes and operations to help communities absorb, adapt, and transform to climate change.

**Activities:**

- Integrate climate and environmental crisis into programs and operations, based on the identification of short- and long-term impact of the climate and environmental crisis in country, with target IFRC country delegations and NSs
- Ensure multi-dimensional approach to climate change adaption with special focus on drought situations with clear WASH, migration and PGI elements in programmes and operations of IFRC

1.1.4: The National Societies is supported to innovate and work on new types of programs that contribute to reducing the impacts of the climate and environmental crises and prevent further degradation of the environment.

**Activities:**

- Training of trainers on Nature based solutions and Nature Navigator with a target number of National Societies engaging into NBS
- Self-roll out of country level trainings/sessions/meetings on NBS
- Identify with Climate Innovation Hub, IFRC Country, Cluster Delegations and NS opportunities to develop proposals on NBS Community based Resilience programme
- Urban champion NSs to develop neighbourhood-level integrated plans which encourage and foster **citizen-led smart initiatives in the area of urban gardening, green infrastructure, nature-based solutions** that increase liveability and social equity, promoting tools developed by IFRC (such as Urban Action toolkit)

**Output 1.1.5:** National Societies are supported to become recognized and approached as key partners in efforts to support communities and governments in scaling up climate action and working with the most at-risk communities.

**Activities:**

- Develop a RCRC climate change narrative for the MENA Region including multi-sectoral evidence, trends and corresponding required actions at policy and programmatic levels
- Organize a regional roundtable to present the common narrative and promote the role of NSs as local actors tackling the climate change challenges
- Develop and disseminate best practices and case studies profiling the role of NSs in the field of climate change and resilience building
- Establish and engage in partnerships with regional influencers, media outlets and other platforms to develop joint campaigns nationally and regionally
- Training to National Societies on advocacy role towards their public authorities
- Conduct lessons learned workshop on COP27 to inform on preparations, involvement and engagement in COP28 to take place in Dubai
- Coordinate and participate in the MENA Shelter and Urban Settlements forum geared towards learning exchange among agencies in the field of climate-smart programming, urban resilience building, neighbourhood revitalisation/upgrading, climate-proof housing solutions.

**Outcome 1.2**

IFRC Secretariat and The National Societies adopt environmentally sustainable practices and contribute to climate change mitigation.

**Priority actions**

Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies

**Output 1.2.2:** The IFRC network identifies, avoids, reduces and mitigates adverse environmental impacts resulting from humanitarian response and long-term programmes and mainstreams green response into all RCRC systems and practices.

**Activities:**

- Map the Environment in Humanitarian Action of National Society level
- Support National Society to document their experience on Green response.
- Conduct a MENA Environmental Sustainability study to identify opportunities and barriers for NS.
- Regional Meeting on Environmental Sustainability and TOT on NEAT Plus tool as well as to introduce all the Green response tool develop in 2022
- Advocate for environmental sustainability and promote the concept of Green Response across the Secretariat through internal advocacy and communications efforts, such as presentations to departments,
- Work together with the operations coordination team to integrate Green Response in our operations system, including surge roles, surge trainings, emergency needs assessment process, guidance for the new EA and Operational Strategy etc.
- Implementation of the Preparedness for Effective Response (PER) environmental considerations for mid-/long-term programmes and response operations, and disseminate to Regional Offices and NS, so that Green Response is well integrated into the PER approach (with NS Preparedness team).
- Compile NS case studies on ‘greening’, simple green response ‘best practices and develop related communications materials in MENA region.
- Support national Societies to pilot environmental screening tools that identify environmental risks in operations and programs (such as the NEAT+). (Part of ECHO PPP)
- Promote Green Response in response and recovery operations, including assessment of environmental risks, and potential to integrate green innovations into project activities
- Enable Regional Offices and delegations to support NS to integrate environmental sustainability into their PPP implementation plans. (Part of ECHO PPP)
- Support the GHSSCM Department in promoting the lessons and best practices from the ICRC-IFRC Sustainable Supply Chain Alliance with operational stakeholders.
- Promote green response and environmental sustainability together with the logistic units and other areas such as Shelter etc.
- Support delegations and National Societies to develop the targets related to the climate and environment charter for humanitarian organizations ultimately fulfilling them through their program

	<b>2. Evolving crises and disasters</b> <b>Requirements (CHF): 2,461,000</b>
<b>Outcome 2.1</b>	Communities take action to increase their resilience to evolving and multiple shocks and hazards environmental crises.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	
<b>Outcome 2.1:</b> Communities take action to increase their resilience to evolving and multiple shocks and hazards.	
<b>Output 2.1.1:</b> At risk communities share and receive actionable risk information and are supported to take active steps to reduce their vulnerability and exposure to hazards.	
<b>Activities:</b>	
<ul style="list-style-type: none"> <li>• Provide NS financial and technical to conduct community vulnerability and capacity assessment with most at risk communities and provide financial and technical support to implement climate change adaptation Micro-projects identified by local communities</li> <li>• Establish and train, community action teams to tackle the local risks and implement the VCA action plan</li> </ul>	
<b>Output 2.1.2:</b> Communities prepare for timely and effective mitigation, response and recovery to crises and disasters, including early action.	

<b>Activities:</b>	
<ul style="list-style-type: none"> <li>• Advance an end-to-end approach to early warning systems in which the Community Early Warning Systems (CEWS) and Forecast-based Financing approaches can be linked and promoted in parallel.</li> <li>• Expand National Societies' anticipatory action by working with relevant thematic, sectoral, and technical areas, respectively in rural and in urban areas</li> <li>• Upgrade the risk watch approach in the MENA region with enhanced early warning early action that coordinates MENA responses within NS and particularly for cross-boundary events</li> <li>• Support the increase of NS early warning early actions capacities including familiarization of FbF/FbA concepts and IM tools</li> <li>• Provide technical and resource support to NSs working with communities in developing community based EWEA</li> </ul>	
<b>Outcome 2.2</b>	People affected by crises and disasters have their needs met through access to assistance and support that is timely, adequate, flexible and strengthens their agency.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	
<b>Output 2.2.1:</b> People affected by crises and disasters receive timely and appropriate cash and voucher assistance.	
<b>Activities:</b>	
<ul style="list-style-type: none"> <li>• Maintain the CVA regional Community of Practice and the Extended Community of Practice through monthly virtual meetings and one face to face meeting to ensure knowledge sharing and peer learning among MENA NSs and with RCRCM Technical Cash Working Groups</li> <li>• Organise awareness sessions to NS on Data rights and data protection, with focus on data sharing with FSPs</li> <li>• Map CVA ongoing and past activities and existing capacities in the region</li> <li>• Enhance the Regional CVA Capacity through the organisation of a Regional CVA Training of Trainers</li> <li>• Expand the existing regional pool of CVA in Emergencies Practitioners, and identify regional deployment opportunities for PECT-trained specialists</li> <li>• Facilitate the CVA self-assessment workshop and support the development or update and implementation of the CVA Preparedness Plan of Action for three National Societies.</li> <li>• Support the set up and maintenance of CVA Technical Working Groups in NS engaging in CVA implementation and Preparedness, and support the development of CVA SOPs</li> <li>• Deliver a Cash Transfer Programming training for three National Societies in coordination with RCRC Movement Partners when possible</li> <li>• Coordinate between NS CVA Working Groups and IFRC Regional Office Procurement Department to ensure Financial Service Providers (FSP) assessment and contracting in line with IFRC standards</li> <li>• Provide technical support to the planning and implementation of CVA in 50% of DREF and EA operations</li> <li>• Increase CVA mainstreaming across thematic and sectoral areas (Health, Wash, Shelter, Livelihoods, PGI) including through the promotion of newly developed tools and guidance</li> <li>• Promote and support the MENA Cash Centre of Excellence work, including through establishing and reinforcing links with the CVA CoP to support peer learning and regional collaboration (RCRCM Cash TWG, other RCRCM CVA Regional CoPs)</li> </ul>	
<b>Outcome 2.3</b>	The National Societies responds effectively to the wide spectrum of evolving crises and disasters, and their auxiliary role in disaster risk management is well defined and recognized.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	

**Output 2.3.1:** National Societies are prepared to respond to crises and disasters (sudden-onset, slow-onset, time-bound and protracted), with increased capacity to analyse and address the needs of people affected by crises and disasters.

**Activities:**

- NS Preparedness Framework is endorsed in the MENA region with a follow-up of development of regional DRM Strategy or roadmap until 2030.
- Disseminate the The National Society Preparedness Framework is disseminated, to provide the conceptual foundation for MENA region and Movement partners that support local preparedness and response capacity strengthening, and National Societies themselves, on how multi-hazard and multi-sectoral local preparedness action fits within our overall approaches and ways of working (NS Preparedness)
- Develop and disseminate and implement DRM Roadmap for MENA Region as part of the DRM strategic framework
- Organize one annual event with National Society to revise the DRM priorities and lessons learned from the implementation of the PER plans and other relevant topics.
- Mainstream and roll out of common and multi-hazard Preparedness for Effective Response (PER) through mid- to long-term capacity strengthening programmes and emergency operations, to result in stronger coordination and collaboration in MENA NS capacity strengthening within the red pillar.
- Five MENA NSs, already engaged in the PER process, will be supported to shift to the next PER phases and to do the next cycle of the PER process to measure the change process and progress made on institutional preparedness
- Specific components of Preparedness for Effective Response such as Emergency Operations Centre, Standard Operating Procedures, Emergency Needs Assessment, Contingency Planning will be supported given the global guidance and tools developed and updated in 2022
- Through MENA Country and Cluster Delegations strengthen the MENA NS National Response Support the role out and implementation of the (NRT) and Branch disaster response teams' capacities through harmonised training package and operationalisation of NRT common standards.
- IFRC will capitalise its engagement with the Disaster Management Advisory Group through clear plan of action to foster peer-to-peer learning and exchange of experiences in disaster management.
- Build the Emergency Needs Assessment and Planning (ENAP) capacities of NSs staff members through a Training of Trainers (ToT) modality and then cascade it at country level 2023
- TOT on Emergency Operation Center and development of the standard Operations procedures for National Societies.
- National Society Preparedness information management is enhanced using the PER results and the PER-DREF operational analysis visualization [on the GO platform](#) to update the MENA NS information in order to provide tailored support to National Societies, inform regional priorities and support coordination within the DRM and other relevant networks for MENA.
- Promote the deployment of PER facilitators roster (national/regional/global) is enhanced to identify, manage, train/refresh and mobilize (virtual/face to face) support within/across regions according to the National Societies needs and requests.
- Support the role of PER profiles for emergency operations are updated and suitable candidates are part of the RC Rapid Response Management System, special attention to the integration of the National Society response capacity competencies into different role profiles.
- Support PER Plan of National Societies to strengthen the IT capacities for Disaster Management
- Support NS to assess IT and IM needs in terms of disaster Preparedness as part of the PER Plan of action special focus on Data Analysis, development of Dashboard, IT needs in case of emergency, and setting up Sustainable EOC following Environmental sustainability technical guidance response technical guidance
- Regional workshop Principles and Rules for the Humanitarian Assistance for National Societies

**Output 2.3.2:** National Societies draw upon the capacity of the IFRC network for additional HR, technical support, material assistance and equipment 'as local as possible, as international as necessary'.

**Activities:**

- Facilitate and coordinate Rapid Response (RR) requests and timely deployments to MENA countries.
- Develop and initiate a regional programme on rapid response mechanism targeting female participants from the MENA national societies to be equipped, trained and deployed for disaster and crisis response



- Regional management of the Rapid Response Management System including regional alerts, reviews, deployments, End of Mission requirements
- Follow up with the MENA RR and other regional networks on surge learning pathways including global and regional trainings
- Continue mapping on MENA NSs potential deployable resources within regional thematic and support services networks to increase the regional RR roster capacity
- With the initiation of the MENA RR Network in 2020, continued coordination and information sharing including risk watch, in addition to quarterly meetings
- Continue collaboration with other Movement actors (DMAG, ARCO, etc) and coordination of the different preparedness and response mechanism in MENA region
- Facilitate and advocate for cross regional and global RR deployments from MENA to enhance international experiences
- Organise regional training on international Coordination, Assessment, and Planning in emergency (CAP) to strengthen exposure for MENA NSs in international and regional deployments.
- Continue promotion of new services/updates, templates, guidelines, and processes
- Conduct an assessment, gap analysis of four NS in the logistics function and to draft a series of recommendation for the enhancement of the NS capacities.
- Strengthen four NS capacity in terms of training of logistics, procurement and warehousing staff and enhance their skills and knowledge.
- Organise regional training on Logistics, Procurement, Fleet and Supply Chain Management in emergency to strengthen exposure for MENA NSs in international and regional deployments.

**Output 2.3.4:** National Societies access funding support from the IFRC network and beyond to respond to humanitarian needs that result from crises and disasters.

**Activities:**

- Disseminate and implement the Anticipatory Action Roadmap for MENA region together with other stakeholders.
- Develop awareness raising and learning on disaster risk financing for the IFRC network to assess and explore new financing model such as FbF, risk pooling, insurance, to scale up anticipatory action and more rapid response.
- Organise experience sharing event on FbF together with German Red Cross, Anticipation Hub, Climate Centre, particularly showcasing practical experiences of MENA NSs that are engaging in FbF (Palestine, Morocco, Lebanon) as well as with other regions e.g Africa region.
- Promote the participation of local and regional action and enhance the participation of regional, local actor to the regional AA community of practices
- Organize regional knowledge sharing event on Anticipatory Action along as the preparation of the First MENA dialogue platform on Anticipatory Action.
- Organized one cross regional event to exchange experience among MENA National Societies and awareness session for National Society on Anticipatory Action and connection with the Preparedness for effective response.
- Continue to build capacity for National Societies and IFRC delegations on AA
- promoting a culture of acting early through strategic guidance and a consistent approach to learning through simulations and lessons learned.
- Conduct a TOT for MENA National Societies on Anticipatory Action
- Development of key materials for AA for MENA Region, working on actions that can be effective in rural and in urban-suburban areas. Work with the Anticipation Hub, the IFRC health and WASH, Cash teams to identify methodology and triggers compatible with DREF guidelines for non-weather-related hazards. Initial focus will be given to cholera (DREF, Climate and Resilience, WASH and Health)
- Operationalise global MOUs with humanitarian and development actors in urban settings (UN-Habitat, UCLG, ICLEI, REACH, Resilient Cities Network) to advance on MENA specific priorities. IFRC can help NSs to leverage the expertise to develop urban mapping of hotspot areas, neighbourhood risk profiles, stakeholder analysis and help among others to develop urban resilience plans for specific cities.
- IFRC MENA to be the interlocutor of FbF initiatives to connect the technical experts and partners with the NSs interested, committed, and have capacities to implement early actions, particularly those who have strong contingency and response plans, risk analysis, support services and response experiences to identified hazards.
- Conduct country level DREF trainings to at least five MENA NSs (high-risk) including roll out of Arabic online training to ensure harmonised standards and timely processing in requesting, planning, and reporting on DREF operations

<ul style="list-style-type: none"> <li>• Facilitate and coordinate at regional and global level, MENA Emergency Response Operations (DREFs/EAs) from point of incident until final closure, ensuring proper guidance and advocacy on assessment, planning/budgeting, monitoring, and reporting.</li> <li>• Roll out of new global initiatives including new templates and digitalised processing of IFRC emergency tools and processes (DREF, EA, ERP)</li> </ul>
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	<b>3. Growing gaps in health and well-being</b> <b>Requirements (CHF): 1,000,000</b>
<b>Outcome 3.1</b>	The National Societies capitalize on their auxiliary role to ensure their position on relevant country level public health strategy, advocacy and policy platforms and mechanisms.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	
<b>Output 3.1.1:</b> National Societies are supported to have a defined and active health/WASH strategy <b>Activities:</b> <ul style="list-style-type: none"> <li>• Engage with NSs in MENA to develop a focused and feasible health and WASH framework and operational plan.</li> <li>• Support the adopting of quality-of-care framework as strategic direction for medical services</li> </ul>	
<b>Output 3.1.2:</b> National Societies are supported to be officially recognized, appropriately positioned and active members of relevant public health emergency preparedness and response coordination platforms <b>Activities:</b> <ul style="list-style-type: none"> <li>• Coordinate with all health actors (MoH, WHO, UNICEF) to promote NSs to be officially recognized and appropriately positioned as members of relevant public health emergency preparedness and response coordination platforms</li> </ul>	
<b>Output 3.1.3:</b> National Societies are supported to be included in relevant national plans, strategies, policies and/or laws related to epidemic and pandemic preparedness and response <b>Activities:</b> <ul style="list-style-type: none"> <li>• Ensure that NSs epidemic and pandemic preparedness and response plans are integrated and synchronized with national plans and activities</li> </ul>	
<b>Output 3.1.4:</b> National Societies are supported to be included, and their role and responsibilities are defined as appropriate, in national plans and strategies related to human resources for health and health system strengthening <b>Activities:</b> <ul style="list-style-type: none"> <li>• Provide technical support for NSs in North Africa to implement “Community Health Workforce” (CHW) project with AfCDC and position/profile the 5 NSs as main actor in community health file.</li> </ul>	
<b>Outcome 3.2</b>	The health and wellbeing of communities are protected and improved through access to sustainable, affordable, appropriate, and quality health services across the life course.

### Priority actions

Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies

**Output 3.2.1:** National Societies are supported to deliver evidence-based and impact-driven, effective, appropriate health promotion, disease prevention and community-based care activities, focusing on the people in situations of vulnerability in all contexts

#### Activities:

- Creation of a regional pool of Master of Trainers on community health within NSs to support ongoing community health programs and activities in their countries.
- Set up a regional community of practice on community health as a platform to exchange and share knowledge in community health topics between NSs in MENA region.
- Support NSs on conducting community health-related trainings on various topics to their staff and volunteers.
- Support the development and dissemination of reference materials on community health topics.

**Output 3.2.2:** National Societies are supported to help communities identify and reduce health risks through relevant community engagement, accountability and behavior change approaches that ensure locally led solutions to address unmet need

#### Activities:

- Support NSs in North Africa to implement the "Saving Lives and Livelihood" (SLL) project and ensure they provide all necessary deliverables to AfCDC in the most efficient and timely manner.
- Integrate and harmonize the RC/RC community health and behavior change programs with the national health program at the country level to ensure reinforcement and sustainability of the RCCE/CEA in the priority health areas
- Support the National Societies in designing and implementing the quantitative and qualitative research studies and perception surveys to identify the risk behaviors, target audiences and preferred communication channels to develop culturally appropriate, context specific and community-led behavior change communication and community mobilization strategies

**Output 3.2.3:** National Societies are supported to adapt and expand their health programming to meet the growing needs associated with climate change

#### Activities:

- Build mechanism for anticipating climate health Impacts and assessing vulnerabilities
- Contextualized climate-sensitive health topics in community health guidelines and practices, i.e., CBHFA, FA and Caring In Communities (CiC).
- In cooperation with climate and resilience team, work on sharing information, risks/alerts, and new manuals to address climate changes impacts on health and WASH files

**Output 3.2.4:** National Societies are supported to expand the reach, quality and modalities of their first aid activities, including training of volunteers, staff and the public across all contexts

#### Activities:

- Building the capacity of the First Aid trainers in the National Societies through conducting the First Aid ToT.
- Support NSs, technically and via resource mobilization to secure training equipment, to train staff, volunteers, and community members on First Aid.
- Provide support to NSs in MENA on their applications to obtain International First Aid Attestation "IFAA" award and promote to identify new IFAA representatives in MENA region.

**Output 3.2.5:** National Societies are supported to develop their commercial first aid models to promote financial sustainability and accelerate their ability to sustain services

**Activities:**

- Support NSs in conducting market analysis and market mapping to identify targets, gaps, opportunities, and challenges to develop their own commercial First Aid programs
- Encourage peer-to-peer support between MENA/other regions National Societies to develop and upgrade their commercial FA programs.

**Output 3.2.6:** National Societies are supported in their efforts to meet the mental health and psychosocial support needs of communities, as well as volunteers and staff

**Activities:**

- Integrate the MHPSS in NSs Care in Community (CIC) programs and different levels and types of medical services.
- Invest in capacity building, advocacy, and fundraising to support mental health and wellbeing of NSs staff and volunteers' programs.
- Conduct regional trainings to expand the pool of qualified trainers on Psychosocial First Aid (PFA) and advocate to include this intervention in all NSs programs.
- Strengthen the NS MHPSS multi-sectoral and multilayer referral pathway and support system within the existing structure and other sectors\programs that would also cover SGBV survivors.

**Output 3.2.11:** National Societies are supported in their efforts to reduce the prevalence and impacts of non-communicable diseases

**Activities:**

- Adapt, contextualize, and disseminate of the Care in Community (CIC) for non-communicable diseases (NCDs) global tools.
- Build NSs capacities on the CIC-NCDs tools.

<b>Outcome 3.3</b>	The health and dignity of communities in emergencies are maintained by providing access to appropriate health services.
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**Priority actions**

Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies

**Output 3.3.1:** National Societies are supported to adequately prepare for and respond to the health consequences of disasters and crises, including epidemic and pandemics

**Activities:**

- Support technical trainings to enhance public health and medical services Regional Emergency Response Capacity in MENA region that would support ERU establishment and deployments of different medical/health profiles.
- Provide practical/field simulation exercises on different WASH/Health emergency scenarios to enhance Emergency Preparedness Capacity.
- Identify needs and gaps in fixed and outreach medical services and design set of minimum standards of services, logistics, SOPs, and training packages accordingly.
- Support the National Societies in the formulation and monitoring of DREFs and emergency appeals that have Emergency Health and WASH components in adherence to International Standards (such as SPHERE and WHO Water Quality Standards).
- Support the establishment of regional center of excellence for EMS to foster experience sharing and evidence synthesis on different EMS aspects.
- Support the health digital transformation at MENA NSs to optimize operations and services

**Output 3.3.2:** National Societies are supported in their efforts to build and maintain community-level capacity in effective detection, prevention and response to infectious disease outbreaks

**Activities:**

- Support NSs outreach activities on regular monitoring of information on infectious diseases to quickly identify potential outbreaks of infectious diseases.
- Provide infectious diseases epidemiological up-to-date Information, trainings, tools, and reference materials for MENA NSs on evolving communicable diseases.
- Enhance capacity of NSs on public health in emergencies and community-based surveillance to respond to communicable disease outbreaks with a focus on prevention, early community epidemic and pandemic detection, response, and mitigation as well as.

**Output 3.3.3:** National Societies are supported in their efforts to respond to mental health and psychosocial needs effectively during emergencies

**Activities:**

- Enhance the NSs MHPSS quality assurance and PMER at time of Emergencies.
- Develop and enhance the NSs MHPSS Emergency preparedness plans.

<b>Outcome 3.4</b>	Communities have increased access to affordable, appropriate, and environmentally sustainable water, sanitation, and hygiene services.
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**Priority actions**

Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies

**Output 3.4.1:** National Societies are supported to provide communities with improved access to safe water

**Activities:**

- Provide support to review NSs WASH countries strategies to ensure it is contextualized and include all necessary tools to improve access to safe water for vulnerable communities in alignment with IFRC global WASH strategic direction, health and care 2030 framework.
- Enhance capacity of NSs to provide access to safe water in various contexts via different technologies (e.g., secure water treatment units)

**Output 3.4.2:** National Societies are supported to provide communities with knowledge and best practices on treatment and reuse of wastewater

**Activities:**

- Develop and provide training at regional level on wastewater treatment innovation and urban best practices.
- Exchange WASH technical expertise with individual National Societies and encourage sharing experiences deployment/secondment between RCRC well experienced staff/volunteer within the region
- Connect NSs in MENA with other actors/experts in treatment/reuse of wastewater such as UNICEF, WHO, or Oxfam to jointly develop technical tools, best practices, and manuals relevant to MENA context.

**Output 3.4.3:** National Societies are supported to provide communities with access to adequate, appropriate and safe sanitation facilities

**Activities:**

- Provide technical and financial, when available, support to strengthen NSs capacity on sanitation management.
- Consider developing pilot activities on a small scale and simulations, in partnership with NS and academic institutions to examine innovations in safe sanitation that adapt with climate changes and green initiatives

**Output 3.4.4:** National Societies are supported to provide communities with knowledge and best practice to improve sustainable community-based management of water and sanitation facilities

**Activities:**

- Provide NSs with tailored technical support and capacity building on the software WASH component through field missions and sharing up-to-date information on best practices on water and sanitation management
- Invest in innovations and environment-friendly initiatives to improve sustainable community-based management of water and sanitation facilities as part of an integrated overall IFRC climate change approach.

**Output 3.4.5:** National Societies are supported to promote and measure positive behavioral change in personal and community hygiene among targeted communities, including in the area of menstrual hygiene management

**Activities:**

- Provide technical support in developing/adapting/implementing culturally appropriate IEC materials for hygiene promotion, menstrual hygiene, SGBV messages, monitoring and evaluation, and feedback mechanism for all MENA NSs.
- Effectively integrate the new adopted IFRC WASH PGI guideline, the IFRC Menstrual Hygiene Management guideline, aligned with Health, Climate, CASH and Urban programming for WASH programming of MENA NSs.

<b>Outcome 3.5</b>	Communities at risk from pandemics and epidemics have increased access to affordable, appropriate, and environmentally sustainable water, sanitation, and hygiene services.
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**Priority actions**

Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies

**Output 3.5.1:** National Societies are supported to provide communities and key structures at risk from pandemics and epidemics improved access to adequate water, sanitation and hygiene services in emergency settings

**Activities:**

- Develop capacity for emergency WASH preparedness in epidemics and pandemics including Cholera through localized training (foundation and practical) and preposition equipment with personnel trained on their use.
- Adopt and contextualize tools and guidance on pandemic and epidemic preparedness and response including Cholera, in alignment with IFRC and global tools and standards, for MENA NSs.

**Output 3.5.2:** National Societies are supported to promote and measure community awareness of pandemics and epidemics, including cholera under the One WASH Initiative, and the means to better mitigate their impact

**Activities:**

- Support NSs in MENA region to design and disseminate community awareness messages tailored to potential outbreaks in their countries.
- Actively seek human and financial resources to build and maintain WASH capacities for prevention, detecting, response, and recovery at community level to mitigate impacts of potential diseases outbreaks on their communities.

	<b>4. Migration and identity</b> <b>Requirements (CHF): 7,500,000</b>
<b>Outcome 4.1</b>	Migrants and displaced persons have access to humanitarian assistance and protection at key points along migratory routes as well access to durable solutions when appropriate.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	
<p><b>Output 4.1.1:</b> The assistance and protection need of vulnerable migrants, whatever their status, are addressed through effective access to essential services, including through the establishment of Humanitarian Service Points (HSP)</p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Strengthen the technical and financial support to MENA National Societies in implementing activities related to assistance and protection, including food, cash, and voucher assistance, HHIs, WASH, shelter, health, and psychosocial support including referral to specialized services, RFL, critical two-way information, protection, including anti-trafficking referrals, family reunification and child protection in close collaboration with the PGI team and the other thematic units at the Regional Office.</li> <li>• Seven National Societies in MENA implementing projects on migration and displacement under the Cross Regional Proposal Humanitarian Assistance and Protection for People on the Move.</li> <li>• Build the capacities of 100 NSs staff members and volunteers on Humanitarian Service Point approach and/or other topics related to services delivery and assistance.</li> <li>• Replicate and scale up the IFRC MENA pilot project The Children Red Initiative for children on the move in three MENA Countries.</li> </ul> <p><b>Output 4.1.2:</b> Joined-up Movement humanitarian assistance and protection services to migrants, displaced people and their families are provided and promoted through engagement with local and national authorities, host communities and affected people, in partnership and collaboration with other relevant organizations.</p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Strengthen the coordination and interaction on regional migration and displacement issues with ICRC and other relevant organizations such as UN Agencies and/or local and international NGOs.</li> <li>• Sustain regular monthly calls with internal and external Movement partners.</li> <li>• Support to National Societies to leverage their role as auxiliaries to the public authorities in the field of migration.</li> </ul> <p><b>Output 4.1.3:</b> The assistance and protection need of IDPs, and host communities are addressed, aligned with Movement policies and resolutions, including in urban internal displacement contexts, and through access to protection during displacement and durable solutions.</p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Dissemination of existing IFRC technical guidance on migration and displacement.</li> <li>• Lead with National Societies needs assessment in the context of internal displacement and returnees' context and develop a positioning document/framework.</li> </ul> <p><b>Output 4.1.4:</b> National Societies are assisted to undertake effective advocacy in support of migrants' and displaced persons' access to essential public services.</p> <p><b>Activities:</b></p>	

<ul style="list-style-type: none"> <li>• Development of one regional advocacy campaigns and key messages as part of the MENA Migration Framework</li> <li>• Implementation of activities related to humanitarian diplomacy (including bilateral and multilateral meetings and engagement, presentations and diplomacy at inter-agency and inter-governmental forums, communications through traditional and social media etc)</li> </ul>	
<b>Outcome 4.2</b>	National Societies are able to engage with migrants, displaced persons and host communities to more effectively assess, understand and respond to their priority needs.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	
<b>Output 4.2.1:</b> The IFRC coordinates, facilitates, and provides National Societies with support, appropriate training, advice, and clear direction to guide their engagement in the field of migration and displacement, including in line with the targets and commitments of the IFRC Global Migration Strategy and other Movement frameworks.	
<b>Activities:</b>	
<ul style="list-style-type: none"> <li>• Build the capacities of 100 NSs staff members and volunteers in the context of migration and/or other topics related to services delivery</li> <li>• Organize one conference on the MENA Migration Framework with all NSs including leaders and technical focal points to reinforce the strategic planning</li> <li>• National Societies adopting the IFRC Global and Regional Migration Strategies such as integration of migration into strategic planning, undertaking national migration needs assessments, national-level training for staff and volunteers, development of national migration and displacement policies, and knowledge sharing</li> <li>• Design structured trainings and information dissemination sessions based on NSs needs</li> </ul>	
<b>Output 4.2.2:</b> The IFRC integrates and mainstreams migration dimensions and approaches across its humanitarian activities, tools and methodologies in the field of emergency preparedness, response and recovery, and long-term programming.	
<b>Activities:</b>	
<ul style="list-style-type: none"> <li>• Lead a webinar on RCRC approach to Migration and Displacement for IFRC staff at regional and country level</li> <li>• Revision of the tools and methodologies in the field of emergency preparedness, response and recovery (including protracted crises) at regional and country levels to integrate migration and displacement principles, practices and policies</li> <li>• Mainstreaming of migration and displacement across sectors, including CEA, PGI, RFL, Health, Shelter and CVA , and enhance collaboration with all IFRC MENA regional office units</li> </ul>	
<b>Output 4.2.3:</b> The IFRC supports global and regional networks such as the Movement Leadership Group, the Global Migration Task Force, the Movement Reference Group on IDPs, the Asia Pacific Migration Network (APMN) in Asia/Pacific, the Sahel+ technical group on migration and PERCO in Europe, to facilitate learning and information sharing and establishes coordination mechanisms, including those that support a route-based approach.	
<b>Activities:</b>	
<ul style="list-style-type: none"> <li>• Supporting with the implementation of the MENA Migration Network Action Plan 2022-2023 with the following activities: webinars, workshops (skills strengthening), training sessions, presentations, and dissemination of information.</li> <li>• Supporting in enforcing a common position of MENA NSs in migration and displacement</li> <li>• Providing technical and financial support to the MENA Migration Network, strengthening its role as regional platform for best practices exchange, peer-to-peer support, developing of regional initiatives on migration and displacement, to improve and strengthen their response to the needs of people on the move in the MENA region</li> <li>• Deployment of a Regional Migration Officer for supporting the Secretariat of the MENA Migration Network led by the IFRC Regional Delegation</li> <li>• Facilitate MENA NSs coordination on migration and displacement through the MENA Migration Network</li> <li>• Facilitate the exchange of information and good practices between the components of the RC/RC Movement</li> <li>• Organize cross-regional discussions and consultations between different IFRC Regional Delegations and different RCRC National Societies and Networks to support the work of National Societies along trans-regional routes as well as enhance share learning and peer to peer support</li> </ul>	



	<b>5. Values, power, and inclusion</b> <b>Requirements (CHF): 3,000,000</b>
<b>Outcome 5.1</b>	The National Societies contribute to a positive change in communities through a wider understanding, ownership and concrete application of humanitarian values and fundamental principles, focusing especially on young people's knowledge, skills, and behavior.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	
<b>Output 5.1.1:</b> Technical and financial support for youth-led education and action is scaled up, building on the Youth Engagement Strategy and other youth-led initiatives. <b>Activities:</b> <ul style="list-style-type: none"> <li>Expand the pool of MENA Arabic-speaking YABC peer educators by conducting one regional training of peer educators for YABC and providing guidance to the National societies on integrating the YABC methodology on their programs.</li> <li>Building the capacities of MENA NSs Youth in implementing Youth led climate initiatives within their communities in cooperation with the climate focal point.</li> <li>Initiate the "MENA Digital Inclusive Youth Academy" in collaboration with the IT unit, with the goal of improving data literacy among RCRC youth in the region.</li> <li>Support the expansion of the "MENA Youth Café" so that it can continue to serve as a virtual community of practise and networking platform led by and for young people in the region.</li> </ul>	
<b>Output 5.1.2:</b> Strategic partnerships and innovative mechanisms for collaboration on humanitarian education with key actors (including education authorities) are strengthened or established. <b>Activities:</b> <ul style="list-style-type: none"> <li>Pilot the IFRC Education Plus (Edu+) initiative in at least two MENA NSs. This initiative represents the Red Cross Red Crescent's unique contribution to global citizenship education and education for sustainable development.</li> <li>Facilitate peer exchange and support NSs on digitally adapting their educational resources and training schemes for virtual/innovative delivery, wherever possible and appropriate.</li> <li>Support the Arabic translation and adaptation of selected mandatory IFRC courses for youth and volunteers on the e-Learning platform.</li> </ul>	
<b>Outcome 5.2</b>	The National Societies promotes and support equitable access to quality education for all boys and girls affected by disaster, crisis, or displacement.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	
<b>Output 5.2.1:</b> IFRC emergency operations and advocacy efforts address education-related humanitarian needs, including through assessment, programmatic integration, research and data collection/analysis. <b>Activities:</b>	

- Review and provide substantive inputs to IFRC and NS emergency appeals and action plans, as well as other relevant sectoral tools, systems and guidance documents, to further incorporate education-related matters and needs.

**Output 5.2.2.** The IFRC and National Societies contribute to enhancing protection, equity and inclusion, safety and well-being in education

**Activities:**

- National Societies are supported to collaborate with relevant authorities and stakeholders (in disaster management and education) on the dissemination/implementation of the comprehensive school safety framework.
- Conduct a pilot study on child/youth protection and climate change in coordination with the PGI focal point.

<b>Outcome 5.3</b>	IFRC and The National Societies are safe and inclusive organizations, where ensuring dignity, access, participation, and safety for people of all identities is central to all that we do.
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**Priority actions**

Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies

**Output 5.3.1:** National Societies and the IFRC Secretariat ensure that they have necessary institutional capacity, composition and commitment to address violence, discrimination and exclusion

**Build leaderships capacities in PGI**

- Developing and rolling out briefing/training package for strategic Secretariat and NS leadership and management, including on diversity management
- Establish a diverse group of champions amongst leadership to advocate to their peers
- Ensure PGI is embedded in Movement Induction Course.

**PGI considerations are embedded in policies, strategies and tools**

- Include priority to PGI in IFRC and NS Strategies and linked plans and budgets
- Support NS on embedding PGI in existing and new policies, guidance, templates and internal procedures to ensure alignment with the PGI Operational Framework 2022-25
- Support NS in developing and adopting a contextualized PGI policies and action plan/strategy

**Sufficient PGI funding**

- Develop and roll-out guidance on PGI sensitive budgeting to ensure PGI is considered in all donor proposals and budgets
- Map available and coming calls for funding opportunities for PGI, including for other sectors

**Qualified staff and solid coordination mechanisms are in place to support PGI actions**

- National Societies establish skilled PGI staff/focal point roles with dedicated responsibility and time
- Establish intra-department working groups for PGI with focal point in each department on IFRC level and support NSs in doing the same.
- Establish a regional network of PGI focal points from all National Societies

**Strengthen the capacity of staff and volunteers to mainstream PGI**

- Strengthen the capacity of IFRC staff and volunteers to mainstream PGI through PGI core concepts / PGI minimum standards trainings and support NSs in strengthening the capacities of their staff and volunteers through the same.
- Include PGI in sectoral capacity building trainings (WASH, CVA, DRR, DM, etc.)
- Develop and facilitate PSEA and Child Safeguarding inductions, trainings and refreshers for IFRC staff
- Develop and facilitate specialized PGI trainings for IFRC and NSs staff on SGBV/CP/Anti-trafficking.

**Facilitate organizational development processes**

- Finalize and roll-out of the revised PGI Organizational Assessment Toolkit in Arabic
- Ensure technical coordination and support for PGI Organizational Assessment and Plan of Action implementation with one National Society.

**Ensure internal systems are in place to address misuse of power that leads to abuse or exploitation**

- Support NS in developing and rolling-out PSEA Policies, training programmes, Standard Operating Procedures (SOP) and monitoring tools
- Support NSs in rolling out Child Safeguarding Policy and its support tools
- Ensure all IFRC Programmes undergo a child safeguarding risk analysis

**Output 5.3.2:** National Societies and the IFRC adopt a comprehensive Protection, Gender, and Inclusion approach across all operations, programmes, and services

**PGI considerations are mainstreamed:**

- Implement PGI mainstreaming activities that apply to all marginalized groups through application of PGI minimum standards and collection and analysis of sex-, age and disability disaggregated data in all IFRC assessments, programs and operations while supporting NSs on the same
- Integrate minimum standards in IFRC and National Societies' programmes and services to prevent, respond and mitigate risks of violence, discrimination or exclusion towards specifically affected groups, in particular survivors or people at risk of sexual and gender -based violence, survivors and people at risk of Trafficking in Persons, persons with disabilities, children, people separated from their families (RFL).

**Specialized PGI activities:**

- Develop NS capacities to provide specialized services (such as case management) for survivors of violence, discrimination or exclusion
- Develop NS capacities in monitoring mechanisms to track, refer and/or respond to any protection violations identified by volunteers and/or staff
- Provide resources and technical support on SGBV prevention, mitigation and response to targeted National Societies through the SGBV Appeal, in close cooperation with ICRC
- Design, develop and roll-out training materials and guidance to provide support for S/GBV prevention and response
- Design, develop and roll-out training materials and guidance to provide support for TiP prevention and response
- Provide technical support, guidance and coordination to NSs and Secretariat (strategic, advocacy, operational etc.) on Prevention and response to TiP, especially in relation to migration and emergency contexts
- Develop NS capacities to provide specialized services for children, especially children living on the street, those on the move and children at risk or exposed to child labour
- Development NS capacities to address toxic/fearful masculinities in their programs and institutions

**Output 5.3.3** National Societies and the IFRC influence standards, norms, laws and behaviour to reduce violence, discrimination and exclusion, through advocacy, partnerships, and learning within the Movement and externally

**Advocacy, humanitarian diplomacy and influencing**

- NS and IFRC participate in local, national, regional and global advocacy and coordination mechanism
- Develop and roll-out a guidance on "how to talk about PGI" including a glossary in collaboration with HD and communications depts.
- Collecting lessons learned, to inform advocacy and educational tools on the dignity, access, participation and safety for affected populations in emergencies

**PGI learning and research**

- Collect, document and present good practice and case studies from the various sectors on PGI
- Develop structures and systems for collecting, managing and disseminating data and information on PGI

**Research-based advocacy and campaigns**

- Conduct regional survey / and or country-based case studies on climate change disasters and protection risks

**Movement and external cooperation on PGI**

<ul style="list-style-type: none"> <li>• Strengthen Movement coordination through a consolidated, aligned and coordinated PGI community of regional Networks with shared ownership and work plans and ToRs</li> <li>• Promote Peer support and practices, including exposure visits among NS</li> <li>• Enhance participation of NS in national and sub-national coordination forums in relation to PGI</li> <li>• Enhance participation of IFRC in regional coordination forums in relation to PGI</li> </ul>	
<b>Outcome 5.5</b>	People and communities, vulnerable to and affected by crises, are empowered to influence decisions affecting them and trust the RCRC to serve their best interest.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	
<p><b>Output 5.5.2:</b> The IFRC Secretariat supports the IFRC network to strengthen engagement with and accountability to communities through integrating mechanisms for communication, participation and feedback and complaints within programmes and operations.</p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Initiate workshops with the NS senior management to get buy-in for establishment a feedback Mechanism</li> <li>• Support/work closely with NS to assign/hire CEA focal point/s</li> <li>• IFRC to work closely with NS to dedicate budget for the establishment of a Feedback Mechanism</li> <li>• Put in place a Feedback mechanism SOP that guides the different feedback and response handling phases through programmatic and operational practical steps</li> <li>• Provide material to train staff and volunteers on the feedback mechanism</li> <li>• Guide the NS to put in place feedback and response mechanism roll-out plans</li> <li>• Guide NS advertise the feedback mechanism through communication channels commonly used by the community</li> <li>• Maintain the technical follow-up support on the feedback mechanisms pace of work</li> <li>• Evaluate the feedback mechanism in a periodic manner.</li> <li>• Conduct periodic reviews for their feedback mechanism SOP/policies/guides</li> </ul> <p><b>Output 5.5.3:</b> The IFRC Secretariat strengthens understanding of and capacity to implement community engagement and accountability approaches across the Movement, at all levels from programme and operations staff to senior leadership.</p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• IFRC to support Movement staff at all levels and volunteers through the provision of CEA orientations, trainings, and workshops</li> <li>• IFRC to include/integrate CEA related sections within different programmatic trainings/orientations</li> <li>• IFRC to promote and encourage the usage of the community engagement hub as well as the IFRC CEA guide.</li> <li>• IFRC to translate CEA related material and share with support NS in language appropriate versions</li> <li>• Strengthen internal communication and coordination among movement parties between leadership, staff, and volunteers, across departments and between HQ and branches. (Through regular meetings or an internal newsletter)</li> </ul> <p><b>Output 5.5.4:</b> The IFRC Secretariat integrates community engagement and accountability into IFRC Secretariat and National Society strategic and annual plans, policies, guidelines, and operating procedures so it becomes a standard approach for all staff and volunteers.</p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Conduct CEA capacity assessment to NS.</li> <li>• Support NS institutionalize CEA through putting in place CEA policies and procedures.</li> </ul>	

- Include questions about how best to engage communities in needs assessments.
- Ensure that CEA standards and practices are included in different project and institutional documents including project proposals, programs and operations SOP's, budgets, staff and volunteers JD's.).
- Make accountability one of the organization's key performance indicators and discuss progress against these in meetings.

**Output 5.5.5:** The IFRC Secretariat supports the IFRC Network to adapt a Community Engagement and Accountability performance measurement framework, with clear benchmarks, ensuring consistency and alignment with international commitments, such as the Core Humanitarian Standard for Quality and Accountability.

**Activities:**

- IFRC will support NS integrate CEA core standardized and customised indicators within the master or project monitoring and evaluation frameworks.
- IFRC will support NS integrate CEA core standardized and customised indicators within the master or project monitoring and evaluation frameworks.
- Conduct learning exercises to evaluate and revise the CEA approaches.
- IFRC will include and support NS's include community feedback in monitoring and reporting.
- Capture examples where community engagement approaches have improved the quality and impact of programmes and operations.

**Output 5.5.6:** The IFRC Secretariat more systematically collects, analyses and shares evidence demonstrating the impact of stronger engagement with communities on programme and operational quality

**Activities:**

- Support NS through the provision of trainings related to community feedback data collection
- Provide and design tools to collect community feedback
- Provide data analysis tools and build capacities on data analysis
- Ensure data is disaggregated, protected, and categorized to be ready for authorized referrals
- Plan for how information will be discussed and acted upon
- Plan for a standardized country level Community Feedback template in consultation with IM
- Create/purchase a regional platform to consolidate feedback data from countries in consultation with IM
- Country feedback data is analysed at the regional level and transformed into information for decision making purposes
- Work on studies to show examples on how community engagement approaches have improved the quality and impact of programmes and operations

**Output 5.5.7:** The IFRC Secretariat Improve coordination and communication among Movement members that are supporting community engagement and accountability efforts at country, regional and global level

**Activities:**

- Work closely with movement partners on joint CEA trainings provided for NS's especially the ones who are in need to strengthen their CEA approaches
- Support NSs strengthen internal communication and coordination among movement parties between leadership, staff, and volunteers, across departments and between HQ and branches. (Through regular meetings or an internal newsletter)
- Review the CEA working group terms of reference along with CEA members to apply improvements on the working group objectives.
- Attend and co-chair external coordination meetings to gather information on what others are doing, and discuss assessment plans and findings, to identify areas for collaboration and avoid duplication.
- Regularly share feedback insights, reports and/or non-sensitive feedback data with other humanitarian stakeholders via email or in coordination meetings.
- Advocate for collective action to address broader issues raised in community feedback, in coordination or bilateral meetings.

**Output 5.5.9:** National Societies are supported with technical guidance on PGI and CEA that is complementary and coordinated.

**Activities:**

- Use the integrated package to inform a unified training package through working closely with PGI.
- Conduct training for PGI staff and volunteers on community engagement and accountability approaches.

- Support NS to ensure the systematic collection of sex, age and disability disaggregated data.
- Provide guidance on how to engage with communities safely and without doing harm on sensitive topics.
- Provide guidance and support to ensure that sensitive feedback and complaints linked to PSEA, child safeguarding, victims of violence, including sexual and gender-based violence and other protection issues, are connected to an internal protection mechanism and referral pathways and are correctly handled.
- Promote for the inclusion of questions to better understand trusted and preferred channels and sources of information by different gender and age groups in the community when conducting gender and diversity assessments.

## Enablers

<b>Enabler 1:</b>	<b>Engaged - with renewed influence, innovative and digitally transformed</b> Requirements (CHF): <b>1,977,017</b>
<b>Outcome 6.1</b>	The National Societies and the IFRC Secretariat have strengthened their engagement with partners within and outside the network in order to work collectively on the key challenges facing communities.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	
<b>Output 6.1.1:</b> IFRC Secretariat supports country-level planning processes for all involved IFRC network actors to ensure alignment with the goals of the National Society of that country	
<b>Activities:</b>	
<ul style="list-style-type: none"> <li>• Supports Country / Cluster Delegations in designing and reviewing their plans with all involved IFRC network actors to ensure alignment with the goals of the respective NS and aligned with regional and global ambitions, agreements – by providing specific guidance on available or potential activities;</li> </ul>	
<b>Output 6.1.2:</b> National Society networks on key themes at the regional and global levels have stronger visibility and adequate resources	
<b>Activities:</b>	
<ul style="list-style-type: none"> <li>• Support the participation of MENA NSs in regional and global events relevant to their humanitarian mandate and support the visibility of key NSs of the region (with physical attendance or specific publications) (NSD peer-learning fora, Youth Network meeting, Volunteering Alliance, MENA Regional conference) and youth engagement and participation in leadership initiatives.</li> <li>• Encourage opportunities for MENA NSs' exposure and learning initiatives through the Staff on Loan modality for MENA NS staff to be deployed at the IFRC MENA RO and country delegations.</li> </ul>	
<b>Outcome 6.2</b>	The National Societies and the IFRC network have a strong public profile and are effective advocates, influencing both public behaviour and policy change at the domestic, regional, and global levels.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	
<b>Output 6.2.1:</b> National Societies and <b>IFRC Mena delegations</b> are supported with communications and public advocacy resources and advice to increase their impact, public trust and understanding of their role and activities, <b>peer to peer support and capacity strengthening.</b>	

**Activities:**

- Support the HoDs and MENA NSs in raising awareness and building capacities on the topic of sanctions and counter-terrorism measures and Their effect on the operations and partnerships in MENA, preparing the country humanitarian diplomacy briefing notes
- Through the technical support of a Humanitarian Diplomacy delegate, IFRC MENA RD will finalize the regional HD strategy and engagement plan
- IFRC MENA supports MENA NS and IFRC country/cluster delegations to produce and keep updated the humanitarian diplomacy briefing notes /key messaging.
- Organizing MENA leadership conference on Humanitarian Diplomacy
- Organizing regional and national workshops on humanitarian diplomacy
- Convening a regional seminar to publish the comprehensive report on Counter Terrorism measures and Sanction regimes and their impact on the principled humanitarian actions in the MENA region
- IFRC MENA supports and contributes to coordination and positioning of the IFRC network at different Pledging Conferences for MENA-related contexts (key messages, asks, coordination HD engagements with PNS & MENA NS)
- Build strong linkages with regional and global media and support National Societies to strengthen engagement with national media to position IFRC and members as uniquely placed humanitarian leaders and partners of choice at local and global level.
- Engage National societies in identifying their country's communication priorities and capacity building needs, and develop action plans accordingly to address these needs
- IFRC coordinates the exchange of knowledge and skills among the NS by organizing in person and online workshops
- NSs are trained on the latest trends on social media especially effective Lives and Audio broadcasting. Mobilizing the PNS and NSs for peer-to-peer support.
- NSs are trained on humanitarian storytelling, communication in emergencies, and crisis communications.
- Head of delegations, technical experts from different units, NSs communication focal points are trained as spokespersons in collaboration with international media outlets (e,g Aljazeera MOU with IFRC 2014)
- NS takes part in all IFRC public advocacy campaigns and major events (COP28, DREF pledging conference)
- NSs are supported **by Communications focal point at country level (e.g utilizing the comms emergency related allocations)**
- Implement the IFRC wide communications capacity development plan and utilize the deployment mechanism for rapid surge communications response, including a standby roster for surge communications officers.
- Develop and execute compelling, goal-oriented cross-media campaigns on a variety of platforms to advance IFRC communications priorities.

**Output 6.2.2:** Key representatives of humanitarian and development agencies and of relevant ministries in each country are well informed about the role and activities of NS and the IFRC network

**Activities:**

- IFRC MENA will organize regular regional dialogues with governments and intergovernmental organizations, regional regular webinars with foreign embassies, policy briefs for both domestic authorities and foreign representatives, face-to-face meetings and contributions to States dialogue platforms and other engagements. IFRC MENA Regional Delegation will actively seek these opportunities and reach out to States representatives in support of the work of its member NS
- IFRC MENA will support Country/Cluster Delegations to organize regular dialogues /webinars/meetings with representatives of the diplomatic community and intergovernmental organisations in country/at cluster level. The IFRC Regional Delegation would thus work towards and contribute to capacity building on advocacy and humanitarian diplomacy of both NS and IFRC Secretariat
- IFRC MENA will support HoDs and through them the MENA NS to engage domestically and internationally in policy dialogues and advocacy on regional or global major events (COP, EU-AU Summit, etc)
- IFRC MENA will support in ensuring visibility of these activities

**Output 6.2.6:** Persuasive evidence, particularly with National Society-derived data and experiences, is developed for HD and public influencing.

<b>Activities:</b>	
<ul style="list-style-type: none"> <li>• IFRC MENA supports HoDs and NS on the collection of persuasive evidence, National Society-derived data and experiences, for HD and public influencing.</li> <li>• Advocate for mainstreaming of research, learning and knowledge management within NSs and Country/Cluster Delegations existing structures.</li> <li>• Survey the learning needs of National Societies and prioritize themes and topics accordingly</li> <li>• Initiate the discussions with HQ to collaborate and leverage from technical expertise within the Movement partners specifically National Societies in developing, updating, or tailoring materials.</li> <li>• Conduct at least two regional publications (e.g., research, policy brief, toolkit, guidelines) involving national societies, regional focal points and relevant IFRC HQ</li> </ul>	
<b>Outcome 6.3</b>	The IFRC network is using innovative and transformative approaches to better anticipate, adapt to and change for complex challenges and opportunities.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	
<b>Output 6.3.2:</b> Leadership is supported by development opportunities that enhance their capacity in anticipation and to drive agility, innovation, and transformation	
<b>Activities:</b>	
<ul style="list-style-type: none"> <li>• NSs are collaborating with and learning from good practice examples and reference institutions (private sector, academia, centres of excellence) in their country and beyond, that provide innovative approaches to change, relationship building, management, and efficiency (including resource mobilisation, leadership development, etc.)</li> </ul>	
<b>Output 6.3.5:</b> National Societies are supported to connect with each other to collaborate on changing systems across the network that affect them all	
<b>Activities:</b>	
<ul style="list-style-type: none"> <li>• Support the continuous engagement of the Steering Group of MENA NSs leadership on NSD in promoting and guiding NSs' and the IFRC Secretariat's efforts and dialogue on common trends, challenges, good practices, and facilitate peer-to-peer engagement and cross-collaboration to connect NSs, both in MENA and globally, for learning and exchange, through existing mechanisms and bodies such as NSD peer-learning fora, Solferino Academy, Skillshares, the Finance Development Competency Network (FDCN), communities of practice such as on Branch Development, but also establish or connect with other platforms and spaces</li> <li>• Develop learning products such as case studies to be circulated and shared with NSs in the region on advancements, potentials, and success stories (as well as failures) to be used as a drive for future NSD investments and replication</li> </ul>	
<b>Output 6.3.10:</b> There is an increased investment, partnerships and collaboration focused on research and development and on learning within and between the IFRC network	
<ul style="list-style-type: none"> <li>• Reignite continuous Movement mapping exercise to identify all available capacities and technical skills relevant to NSD, with a focus on identifying key expertise to be put at disposal of interested NSs in MENA</li> <li>• Encourage the establishment and interaction of an active regional network of NSD NSs' focal points or reference persons for sharing, learning and agenda setting at regional and global fora on- a range of different NSD-related thematic areas.</li> </ul>	
<b>Outcome 6.4</b>	The IFRC network undergoes a digital transformation
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	



**Output 6.4.1:** Data use and bridging digital divide: NS and IFRC have the foundational IT digital systems to efficiently run and ensure accountability in their daily operations and are ‘data ready’ for engagement with their staff and volunteers, operational decision-making and business intelligence. Leaders use and understand data in their work, drawing on evidence and research to guide humanitarian action.

**Activities:**

- Apply digital transformation at the regional and country level by maintaining and developing digital tools aligned with the digital transformation strategy
- Build the capacities of NSs in the context of IM through conducting at least two regional “Humanitarian Information Analysis Course” workshops
- Provide technical assistance and coaching for IM focal points in NSs to develop and improve information management structures and define the information lifecycle
- Promote for the use of DEEP1 and support country delegations with secondary data review as well as scenario building exercises both at the regional and country level
- Support the IFRC offices especially the country and cluster offices in providing the required support to maintain a robust, always on and cost-efficient infrastructure
- Support NS in performing and putting in place Information and communications technology (ICT) health check assessments and enhancing their ICT road map
- Support the NSs in scaling-up their digital infrastructure by providing advisory services to address their business requirements by adopting of up-to-date solutions (e.g., cloud-based systems, activate online digital presence by setting up the required domain name, access to new email platform cloud solution and digital workplace services, enhancement of WIFI systems networking devices)
- Strengthening the National Societies hardware’s for better response during emergency operations (e.g., laptops and mobile phones).
- Enhance the NS’s digital engagement capacity through the implementation of a modern audio and video solution, and by enhancing their ICT infrastructure as required
- Contribute to the development of National Societies’ business continuity plan by ensuring that it functions as expected
- Provide technical assistance during the support and roll out of enterprise resource planning system (ERP), as per needs
- Support the NSs during the maturity digital assessment exercise including the branches, as per needs

**Output 6.4.3:** Standards and tools: National Societies are supported in their digital transformation by developing standards, tools, and guidelines, and promote coordination of resources and capacities within the IFRC network

**Activities:**

- Build NS capacities in the context of humanitarian needs assessments processes and support a regional “Emergency Needs Assessment and Planning” training in collaboration with the operations coordination team
- Promote the use of GO platform as a reporting tool for disaster response and preparedness to NSs and build the capacities of NSs to provide robust and real time data through field reports and 3Ws report as well as data related products to their operations and emergency pages on GO.
- Maintain and develop regional surge IM capacity in the region and explore potential peer to peer IM support between NSs
- Support NSs in their digital transformation journey by enabling peer to peer support as well as engaging NS relevant staff member in the ongoing projects
- Continue to facilitate and support NSs in training and peer support for skills enhancement, and data literacy
- Support in the development and enhancement of the National Societies’ digital standards and guidelines, as per needs
- Strengthening of the National Societies’ ICT unit capacities by coordinating peer-to-peer support in the region

**Output 6.4.4:** Enhance data protection: Data protection best practices and information security measures are adopted and implemented in ongoing and new operations.

**Activities:**

- Promote and support the implementation of data protection best practices within the IFRC network
- Promote access to the required tools and systems to enhance and enable IT governance and controls within the IFRC network.
- Enhance data protection measure by providing access to training materials and guide and by promoting cybersecurity through awareness sessions.

**Output 6.4.8:** Resourcing: Prioritizing resources and skills to support digital transformation within every sector and within every level to support the rapid and inclusive digital changes.

**Activities:**

- Expand the information management online network by developing and expanding peer-to-peer channels for IM technical support.
- Avail resources for the recruitment of a Data Analyst and maintaining the positions of IM Officer and Data Visualization Assistant as per the PMER, Quality Assurance and Risk Management Regional Unit organizational structure.
- Promote and advocate on sharing existing local ICT resources and capacities available within the IFRC network to support the NSs in the implementation of their digital transformation.

**Output 6.4.11:** Digital Responsibility: Cyber security risks, information security, and impact are managed by applying an ethics and risk-based approach and by raising digital risk awareness.

**Activities:**

- Ensure all IFRC staff are well trained and aware of the digital risks and their impact on the IFRC network reputation and operations
- Ensure IFRC staff can assess and evaluate their programs digital risks and take the required mitigations.
- Support the National Societies in the development of risk assessments associated with data protection

<b>Enabler 2</b>	<b>Accountable - with an agile management and renewed financing model</b> <b>Requirements (CHF): 3,414,000</b>
<b>Outcome 7.1</b>	The IFRC secretariat is working as one organization globally, delivering what it promises to The National Societies, volunteers and leveraging the strength of the communities with which they work as effectively and efficiently as possible.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	
<b>Output 7.1.1:</b> IFRC Secretariat develops the talent of the staff at all levels.	
<b>Activities:</b>	
<ul style="list-style-type: none"> <li>• Enhance and strengthen the knowledge, and skills of the IFRC staff in areas such as finance, administration, human resources, legal, security, procurements and logistics during different training modalities (e.g., virtual and on ground).</li> <li>• Recruit and retain qualified and talented staff who add value to the institution and other stakeholders</li> <li>• Promote exchanges of peers in the region that will enhance their experiences in their area of expertise through staff on loan arrangements, volunteer opportunities and RC internal talent acquisition</li> <li>• The Region will continue promoting online basis trainings through the existing and new courses in the e-learning platform.</li> <li>• The Region will increase its compliance in the IFRC mandatory courses through the e-learning platform (e.g., Fraud and Corruption Prevention, PSEA and Child Safeguarding, Code of Conduct etc.).</li> <li>• Procurement, warehousing and Fleet related activities are provided in the most efficient and effective way to all the NS, IFRC offices and to partners.</li> <li>• Train the IFRC Delegation, Mena RO staff in Logistics, Procurement and Supply Chain Management and to prepare a pool of staffs to be ready for deployment in case of emergencies and where required.</li> </ul>	
<b>Output 7.1.3:</b> Financial Resources are safeguarded and managed effectively, efficiently, and transparently.	

<b>Activities:</b> <ul style="list-style-type: none"> <li>• Continue improving and strengthening internal controls through trainings, assessments, and reviews</li> <li>• Conduct reviews at delegation levels to identify strengths and weaknesses in the internal controls with the aim to introduce improvements</li> <li>• Enhancement of the knowledge and skills of National Societies, and IFRC finance and programme staff in project financial management</li> <li>• Implement and monitor in a dashboard the current and new key performance indicators (KPI) to assess how we are delivering our services, and the level of satisfaction to meet the stakeholders' expectations.</li> </ul>	
<b>Output 7.1.4:</b> IFRC Secretariat develops an effective management framework with transparent and inclusive processes that are understood by all stakeholders.	
<b>Activities:</b> <ul style="list-style-type: none"> <li>• Increase the effectiveness of the treasury function across the region to ensure timely transfers to the National Societies and suppliers by minimizing the costs and the time to complete the process</li> <li>• Review existing processes with the aim of introducing business improvements</li> <li>• Conduct training sessions to disseminate the revised processes among the different stakeholders</li> </ul>	
<b>Output 7.1.7:</b> IFRC Secretariat ensures that its web-based systems are accessible at all levels, and a new web-based system supports globally integrated processes for finance, PMER, HR, Logistics, and PRD (ERP).	
<b>Activities:</b> <ul style="list-style-type: none"> <li>• Train staff at all levels within the region in the new web-based systems according to their profiles</li> <li>• Transition from manual to online process for audit trail and improved processing time</li> <li>• Channel all the improvements observations to the Geneva Secretariat</li> <li>• Support the roll-out of the ERP through all the delegations</li> </ul>	
<b>Output 7.1.8:</b> Improve systems and approaches that foster enhanced coordination, effectively contributing to implementing programmes and service delivery in an accountable manner.	
<b>Activities:</b> <ul style="list-style-type: none"> <li>• Provide timely and relevant information to the IFRC staff allowing appropriate decisions that add value to the IFRC network.</li> <li>• Continue leading the Working with Project Partners (WWPP) approach to increase the number of National Societies under the Transfer of Funds System, instead of the Working Advance Systems.</li> <li>• Provides appropriate recommendations to the National Societies assessed through the WWPP with a view of national society development.</li> <li>• Engage closer to the National Societies in close collaboration of the Countries and Cluster Delegations to provide technical advice, training, and to deliver assistance with a solution-oriented mindset.</li> <li>• Provide relevant and timely information to the management team about achievements, challenges, and proposed solutions</li> <li>• Support coordinated procurement processes among the membership and support international procurements based on requests from the membership</li> <li>• Implement periodic communication with National Societies to conduct reviews, identify areas of improvements, develop and implement a plan to enhance the capacities of the National Societies in areas such as Administration, Finance, Human Resources, Procurement, Legal, and Security.</li> </ul>	
<b>Outcome 7.2</b>	The IFRC Secretariat has renewed partnership with its members and develops a new financing architecture to increase financial resources for the benefit of The National Societies.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	

**Output 7.2.1:** IFRC secures increased unearmarked funding in partnership with National Societies, to reduce its dependency on programme funding.

**Activities:**

- Through the technical support of a Business Development Delegate, IFRC MENA Regional Delegation will provide, and update RM strategies based on donor mapping with interest in the region (Govts, corporates, private foundations, multilaterals and other organizations) for IFRC HoDs
- Provide and keep updated stakeholders analysis per country and according to strategic priorities
- Provide regularly list of funding opportunities/calls for proposals according to strategic priorities
- Design marketing materials specific for thematic areas or donors, in coordination with Communication department and promote them
- Support development of quality proposals in coordination with PMER/QA and country/cluster delegations
- Strengthen capacities of IFRC Delegations and MENA NS in drafting proposals, reaching out to different donors or engaging with specific types of donors (govts, EU, UN, IFIs etc)
- Connecting with SEP global relationship leads and other regional SEP Units to ensure maximizing of cross-regional opportunities and strategic alignment
- Develop or support NS to design fundraising campaigns with private sector
- Support regional monthly dialogue and exchanges between MENA NS staff working on resource mobilization/fundraising/partnerships
- Support regional capacity building for MENA NSs on designing strategies for resource mobilization
- Support RM for emergencies (analysis of fundraising context for FAD, designing RM strategy, approaching potential donors/partners, tracking funding for EAs, contract/conditions negotiation, formalities)
- Support the dissemination and roll out of the Global Resource Mobilization Strategy (GRMS) in MENA
- Organize MENA Strategic Dialogues to present and discuss 2023 Annual Country/Cluster and Regional Delegation Plans to Movement Partners

**Output 7.2.2:** IFRC develops multi-year and sustainable partnerships in partnership with different stakeholders and partners (multilateral partners, IFIs, international private sector, and NSs, etc.) for the benefit of NS programming including securing funding only available to international organizations, and piloting innovative and social financing partnerships and digital global fundraising campaigns to mobilize resources.

**Activities:**

- Provide support and guidance to IFRC delegations and NS engagement with IFIs (World Bank, AfDB, IsDB), UN cheat-sheet, dissemination of guidance materials and “how to” sessions
- Coordinate ECHO PPP for the MENA region and contribute to the global and country led ECHO PPP implementation in inception and roll-out phases.
- Design and roll out a promotional plan for the MENA regional initiatives & strategic priorities, including - organizing “regional pledging conferences” on climate change, Health/WASH, migration.
- Secure dissemination and coordination of global fundraising campaigns to MENA NS.
- Ensure tapping into DG Near RIP at regional level and support HoDs to access DG NEAR NIPs

**Output 7.2.3:** The IFRC Secretariat expands the provision of resources to National Societies to invest in NSD, through mechanisms such as the National Society Investment Alliance, the Capacity Building Fund, and the Empress Shôken Fund, and other innovative approaches to funding NSD.

**Activities:**

- All NSs in MENA are made aware maintain their awareness and understand the added value of the existing funding mechanisms through specifically focused communication and, documents, information material, and technical guidance of the existing funding mechanisms available in the Movement to kick off or enhance NSD efforts at the country level.
- The IFRC ROD will provide technical assistance to MENA National Societies in the development of their proposals to strengthen their capacities in resource mobilization, integrity transparency and accountability, management and development of youth and volunteer policies, branch development, digital transformation, etc.
- Creation and management of a MENA-focused fund based at IFRC RO to support NSs in inception activities to boost NSD steps such as income generation kick-off actions, resource mobilization inception activities, etc.

**Output 7.2.4:** IFRC Secretariat generates global fundraising business insights for the secretariat and the membership, manages a global platform for fundraising knowledge sharing and a mechanism for investment in National Societies' resource mobilization development in emerging markets, with the Virtual Fundraising Hub.

**Activities:**

- IFRC MENA disseminates fundraising business insights for the country and cluster delegations and the MENA NS use in their dialogue at country level

**Output 7.2.5:** The IFRC Secretariat ensures quality and timely delivery in line with commitments to donors on implementation and reporting to donors, for funds channelled through the Secretariat, with clear distribution of roles and responsibilities.

**Activities:**

- Manage relationship with donors and partners, pledge and grant management, ensuring timely and quality delivery of reports through efficient and timely cooperation between country/cluster delegation - PMER/Quality Assurance, Finance, and the Strategic Engagement and Partnerships Unit. All of them ensure quality assurance to meet donors' requirements, and compliance with the IFRC policies, procedures and international standards (IFRC).
- SEP to develop the Partnerships/ Pledge Management guidance and disseminate it to IFRC MENA teams.
- Roll out the Funding Proposal Development Guidance document that we have developed (3 regional webinars).
- Strengthen IFRC's results-based management approach through developing a structured and systemized monitoring and evaluation mechanism based on the "One Plan" approach.
- Build the capacities of MENA IFRC middle-level and senior management staff in the context of monitoring and evaluation to enable the structured approach to IFRC's monitoring and evaluation mechanism.
- Create and enhance the culture of operational accountability through availing resource for NSs including technical support, coaching and mentorship with a focus on Egypt, Libya, Yemen, Syria, Lebanon, Jordan, Iraq, Iran and Palestine.
- Update the PMER capacity assessment tool to include accountability, information management, learning and risk components (in Arabic and English)
- Maintain, extend and evolve the PMER regional network as a learning and experience sharing platform
- Design a "Quality Assurance, Information Management, Risk and PMER" IFRC MENA Regional Unit five years strategy
- Lead PMER Movement coordination group to ensure PMER standardization of approaches in the region thus maximizing learning for NSs
- Conduct risk sensitization sessions to all staff at IFRC Regional Delegation, Country and Cluster Delegations on IFRC's approved Risk Management Framework
- Operationalize the Risk Management Framework at all levels as per the approved implementation work-plan
- Facilitate the review and update of Regional, Country and Cluster Delegations risk registers
- Provide technical support to NSs in developing and/or updating their existing risk management framework and its operationalization
- Build a risk aware culture through conducting at least two regional capacity building workshops
- Continuously review the risk maturity and address any gaps towards enhancing IFRC risk maturity
- Improve the whole reporting process to ensure the timely delivering of reports to donors align with the existing commitments through the review of the current process, introduction of improvements and training to the different stakeholders including the National Societies

<b>Enabler 3</b>	<b>Trusted, owned, and valued by the membership</b> Requirements (CHF): 2,738,119
<b>Outcome 8.1</b>	The IFRC Secretariat effectively supports The National Societies in their development to become the trusted partner of choice for local humanitarian action with the capabilities to act in the global network.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	

**Output 8.1.1:** National Societies assess their development needs, revise their legal base (including amending statutes), and through strategic and development plans better address sustainability of their services.

**Activities:**

- Engage with NSs to support, where needed, their strategic planning process and the development of a road map towards its operationalisation.
- Provide regional and country-specific orientation to Movement organisational assessment tools for NS staff and senior leadership and technically assist them to support alignment of approaches.
- Development of a MENA OCAC facilitator pool drawn from NS, IFRC and PNS (targeting Arabic, Farsi and French speakers) based on the upcoming revision of the methodology
- Deployment of MENA OCAC facilitators for up to three NSs who have agreed to conduct (revised) OCAC exercise (tentatively Jordan RC, Iran RC, Tunisia RC, Yemen RC).
- Support the establishment of a pool of specialists on Statutory revision drawn from MENA NSs and IFRC to technically advise interested National Societies to guarantee an effective and strategically focused review before the deadline at the end of 2024
- Orientate, advice and assist NSs in their Statutory revision process in line with the decision taken and the Guidelines adopted by the Governing Board and the Council of Delegates of the Movement.

**Output 8.1.2:** National Societies strengthen the global distributed networks of branches, ability to co-design activities to strengthen local action via communities of practice and supported by a global virtual platform.

**Activities:**

- Creation of a regional expertise on branch development that can serve as a community of practice for peer learning and lessons exchange among National Societies in the region.
- Establishment of a pool or cohort of facilitators/ trainers, drawn from NS and IFRC to support the enhancement of branches e.g., BOCA facilitators (national and regional), support on branch leadership and governance, branch level resource mobilisers etc.
- Utilise the results of assessment exercises (BOCA, PER, audit processes, etc) as drive for a tailored made branch development path, including strengthening HR, finance, support service, PMER, etc.

**Output 8.1.3:** National Societies improve their financial sustainability through investment in its three pillars (accountability and systems development; resources mobilization; vision and mandate)

**Activities:**

- MENA NSs receive orientation on the available tools on Financial Sustainability (monitoring dashboard and the FS self-assessment indicators) and the Global Resource Mobilization Strategy as support to kick off domestic approaches to resource mobilization.
- Conduct a regional mapping of all the NS RM capacities and potential opportunities for strengthening and assess NS resource mobilization capacities.
- National Societies receive support in assessing market potential and develop/review resource mobilization strategies upon request and follow up support to existing market studies
- Selection of a web-based system which will improve the processing of transactions, access to real-time information, and therefore the decision-making process.
- The IFRC provides technical support to the National Societies through a dedicated Financial Sustainability Delegate (ideally SoL) who will provide technical advice to develop NS financial sustainability through the enhancement of systems, procedures, and tools.
- MENA RO will facilitate the understanding of the mechanics of resource mobilization, income generation (including innovative approaches), donor engagement, partnerships and establish a platform for knowledge sharing and peer engagement.
- MENA RO supports Country Delegations in the region to create and sustain a culture of accountability in NS leadership and the organization, by engaging with the Risk Management and the PGI focal persons at Regional Delegation to disseminate PSEA policies, fraud, and corruption policies and establish compliance mechanisms in NSs.

- Support in the coordination of the development of National Societies' costing policies.

**Output 8.1.4:** National Societies align all external support in NSD to their priorities and development plans in line with the principles of the NSD Compact

**Activities:**

- IFRC RD supports thematic discussions with NSs to encourage and facilitate the development of country based NSD Frameworks that apply the principles of the Compact and align external support with the NS organisational strategy and priorities.
- Ensure that all other technical approaches and frameworks have a clear line of sight with the NS Organisational Strategy through regular dialogue and alignment with IFRC technical teams.

**Output 8.1.5:** National Societies adopt guidelines, tools, and mechanisms (including fraud and corruption policy, PSEA policy, non-discrimination, harassment, child safeguarding policy) to prevent, manage and address integrity and reputational risks

**Activities:**

- Support MENA NSs in undertaking a risk assessment on Safeguarding which include PSEA and Child Safeguarding elements.
- Support MENA NSs to develop/ refine policies on Safeguarding including PSEA, Child Safeguarding, Anti-harassment and support the roll out and implementation, also in relation to work on Codes of Conduct (for staff and volunteers).
- Conduct orientations sessions with IFRC personnel on identifying safeguarding risks and responses, including reporting mechanisms and nominate IFRC regional and country level safeguarding champions/ focal points.
- Support MENA NSs in utilising the PSEA manual and resources following a launch event.
- Support NSs to integrate handling sensitive complaints including PSEA/fraud/corruption/harassment complaints into their feedback and response mechanisms SOPs.

- Provide technical support to the National Societies in the update or preparation of a Fraud and Corruption Prevention Policy.
- Support staff and volunteers to complete IFRC's online course on prevention and response to sexual exploitation and abuse
- Work with CEA colleagues on sensitive feedback and provide trainings for CEA staff and volunteers on PSEA, survivor centred approach and core PGI
- Ensure referral systems are specifically tailored to survivors of SEA including considerations to neutral party responders and mandatory reporting challenges, with legal, health, PSS, social and protection/safeguarding services adapted as such
- The IFRC GHS & SCM unit will provide technical advice for improvement of the procurement and logistics process to ensure value for money, development of SC guidelines, tools and mechanisms (including fraud and corruption policy, non-discrimination, harassment, child safeguarding policy) to prevent, manage and address integrity and reputational risks.

<b>Outcome 8.2</b>	IFRC network prioritises volunteering development and youth action as critical catalysts of behavioural change and local action, ensuring access and nurturing trust in all contexts.
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**Priority actions**

Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies

**Output 8.2.1:** Youth, volunteers and young community-based drivers of change contribute to decision-making, innovation and strengthening the domestic network.

**Activities:**

- Support the MENA Youth Network to implement its work plan with a focus on strengthening meaningful youth engagement at the domestic level of NSs, promoting a culture of non-violence and peace, and actively participating in the implementation of the youth climate strategy.
- Develop a mechanism to effectively collect and analyse the youth engagement and volunteers-related data in collaboration with PMER and IM to inform an evidence-based strategy and programme for youth and volunteer engagement.
- Ensure the effective engagement of youth representatives and volunteers from the region in decision-making at the various regional and global fora and events that will take place in 2023 (e.g., Asia Pacific Conference, African Union Youth events).

**Output 8.2.2:** Needs of young people from all backgrounds are well understood by leadership and are accurately reflected in National Societies’ strategic and operational plans and programme delivery.

**Activities:**

- Provide technical guidance to 2-3 NSs in the development /review of its youth policies and strategies and other youth-related documents in line with the IFRC Youth Policy and Youth Engagement Strategy (Y.E.S.).
- MENA RD to promote and provide technical guidance on the use of the Youth Engagement Self-Assessment toolkit as part of the strategic planning process of NSs with potential implementation in 2-3 NSs.
- Advise on the mainstreaming of youth engagement across all the Secretariat’s priorities in the region as a cross cutting issues.
- IFRC Secretariat will be supporting and co-leading with UNICEF RO the rolling out of the” IASC Guidelines on Working with and for Young People in Humanitarian and Protracted Crises “that was developed by the Compact for Young People in Humanitarian Action in 2-3 NSs.
- IFRC RD in partnership with UNICEF RO to conduct strategic discussions on the situation of children and youth in the region, as well as joint research on youth civic engagement within MENA region.

**Output 8.2.3:** Volunteer base (from those delivering services to governance levels) reflects the diversity of communities, with attention to gender, local languages and cultures, marginalized groups and influential members of communities and institutions.

**Activities:**

- Develop and/or disseminate learning products and avenues around youth engagement and volunteering development that are tailored according to different contexts in MENA
- Support National Societies (upon need) in improving/developing its volunteer data management system in collaboration with IT.
- Accompany at least two National Societies in developing/adopting its volunteer management systems and /or policies that are consistent with the revised IFRC volunteer policy.
- Establish a mechanism for sharing and inspiring good practices and new forms of Volunteering e.g., MENA Volunteering Lab/managing volunteers in big events.
- Organize an annual regional event to award and recognise exceptional volunteers

**Output 8.2.4:** Strengthened mechanisms protect volunteers, promote psychosocial wellbeing, and provide greater support to those killed or injured in the line of duty, and their families.

**Activities:**

- Support NS to establish and or manage its local comprehensive functional insurance mechanisms (volunteer solidarity funds) to ensure volunteers’ safety and security
- Roll out of the standards on safety, security and wellbeing of volunteers.
- Regional promotion of the IFRC Youth Mental Health Manifesto and implementation of its recommendations in coordination with the MHPSS focal point.
- Organize national level volunteering in Emergencies workshop with a focus on management systems especially in protracted crisis and fragile settings

<b>Outcome 8.3</b>	The IFRC network steadily renews its leaders to foster a more diverse leadership embodied in increased volunteer and youth involvement, gender parity and equitable geographic representation
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	
<b>Output 8.3.1:</b> The talent management strategy is implemented to identify and promote professionals to foster age and gender equality, diversity, and cultural and geographic inclusion	



**Activities:**

- IFRC MENA Regional Delegation will support interested National Societies to develop the thematic content of national level Movement Induction Courses (MIC) targeting senior leaders and branch representatives (SGs, USGs, Presidents / Board members / Branch level leadership / Youth leaders)
- Together with ICRC, the IFRC MENA Regional delegation will organise regular online leadership orientation sessions on specific thematic areas relevant to NSD targeting senior leaders, branch representatives and technical staff.
- Together with ICRC, schedule, plan and support MENA NSs to organize the Movement Leadership Roundtable(s) (regional and sub-regional)
- Contribute to an empowering environment for women and youth in leadership, through the consolidation of cultural and organisational approaches that foster increased exposure to learning and inclusion in decision making processes and ensure more diverse and inclusive leadership
- Promote the IFRC Leadership Identity Development Curriculum (LIDOC) in the Regional Youth Network.
- Develop regional youth leadership programme with a focus on women including mentoring and shadowing to take on NS leadership positions

**Output 8.3.3:** Systematic intergenerational dialogue reduces generation gaps within the IFRC network.

**Activities:**

- Provide opportunities for youth to engage in inter-generational dialogue and collaboration through regional and national fora like: Movement Induction Course, regional leadership roundtables, etc)
- Support MENA youth leaders' participation in the Regional Conferences (e.g., MENA Conference/Asia Pacific Conference)

<b>Outcome 8.4</b>	Membership Coordination is a core part of the IFRC Secretariat's work and has led to a changed mind-set within the Secretariat under the new Federation-wide approach, resulting in greater trust from the membership and greater efficiency and effectiveness of our humanitarian actions
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**Priority actions**

Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies

**Output 8.4.1:** Membership coordination is enhanced based on an overarching strategy, practical tools and regional/ country coordination positions

**Activities:**

- IFRC MENA RD provides an orientation to MENA NS on the different frameworks, models and tools that relate to membership coordination
- IFRC MENA RD maintains the regular monthly dialogue with PNS present in MENA at regional level
- IFRC MENA continues to disseminate the MENA Regional Membership Coordination Framework through regular (quarterly webinars) dialogues between IFRC MENA Regional Delegation and Country/Cluster delegations
- Provide support to Country/Cluster Delegations in rolling out the membership coordination framework and enhanced coordination modalities in Lebanon, Yemen, Syria
- Ensure the wider membership is coordinated and aligned in support of NSD frameworks and plans

**Output 8.4.2:** IFRC-wide membership emergency appeals are implemented, and country plans are created based on host National Societies' strategies and plans

**Activities:**

- IFRC MENA RD supports country/cluster delegations in designing IFRC-wide appeals and fundraising as well as capturing the contributions in a membership-wide formula
- IFRC MENA RD supports MENA NS to launch the EAs, using the revised formats and modalities, to the wider membership and with Governments represented by their delegations in GVA

**Output 8.4.3:** Membership coordination mechanisms, including shared leadership initiatives and country support mechanisms for peer support to National Societies, are implemented

**Activities:**

	<ul style="list-style-type: none"> <li>• IFRC MENA RD supports wider dissemination and literacy of working through shared leadership modalities: webinars with PNS country reps, in support of IFRC HoDs</li> <li>• Support implementation of shared leadership modalities at country/cluster level</li> <li>• Co-organizes partnership meetings/RCRC pledging conferences for the most pressing crisis: Syria, Yemen, Iraq, Libya</li> <li>• The Supply Chain Management Unit leads the coordination with the NS, IFRC Country Offices and Cluster offices in the exchange of peers among them which will increase the knowledge and skills in the Supply Chain function.</li> <li>• Initiatives such as the Tri-partite agreement (Egypt, Iraq Jordan) are profiled, backed with technical assistance (where appropriate) and utilised to enhance shared leadership, peer engagement and coordination, amongst the wider membership</li> </ul>
<b>Outcome 8.5</b>	The IFRC will deliver on its priorities for Movement Coordination and Cooperation, as established in the Council of Delegates meeting in 2019.
<b>Priority actions</b>	
Regional National Societies in full coordination and support of IFRC Secretariat and Participating National Societies	
<p><b>Output 8.5.1:</b> The IFRC will implement the Workplan for SMCC 2.0 with strong engagement of National Societies and wider IFRC participation.</p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Support the increasing literacy and rolling out the commitments included in SMCC 2.0 Resolution, to profile the “Red Pillar” as a more coherent and more predictable partner. IFRC MENA Regional Delegation contributes to the strategic dialogue and to the work of the Movement Implementation Teams (MITs or workstreams) on resource mobilization and localization</li> <li>• Support HoDs to review/revise upon need, the country-based MCAs or promote their utilization to foster enhanced and more predictable Movement coordination and cooperation at country level.</li> </ul> <p>The SMCC plan includes the following:</p> <ul style="list-style-type: none"> <li>• Enable Country and country cluster/CCSTs offices to gather evidence on the results and effectiveness of the Movement Coordination</li> <li>• Establish and define a Movement coordination platform as a first step of engagement for specific contexts;</li> <li>• Jointly facilitate a SMCC training for IFRC, ICRC, PNS and selected MENA NS staff / Identify needs and organize relevant training to increase SMCC literacy</li> <li>• Jointly support MENA NS to organize three Movement partnership meetings: (Syria, Yemen, Libya / Iraq);</li> <li>• Support exchanges of experiences within the region and support the SMCC implementation and related plan of actions</li> </ul>	

<sup>i</sup> IFRC MENA Regional Delegation, “*Rapid Assessment: The impact of the conflict in Ukraine as a crisis multiplier in the Middle East and North Africa*”, June 2022