MENA MULTI-YEAR PLAN

2024 to 2025

version dated 17.10.2023

This plan reflects the regional priorities of the IFRC Secretariat in the MENA region for 2024 and subsequent years. It is the result of a planning process engaging IFRC offices and National Societies across the region and will serve for regional monitoring and reporting. It is revised on an annual basis to adjust priorities and funding requirements to the needs. This plan also includes the priorities of IFRC delegations in the region that are not reflected in country-level unified plans.

This plan is complementary to the country-level unified plans, accessible from the FedNet plans database and country pages on the GO platform with restricted access to the Federation network. Public versions called IFRC Network Country Plans are accessible on a dedicated page on ifrc.org, the IFRC Appeals database, and the country pages of the GO platform.

Regional planning is guided by Strategy 2030 and the IFRC Plan & Budget 2021-2025. It is based on the Revised IFRC results matrix 31 March 2023.xlsx, which is articulated around the five global challenges of Strategy 2030. Similarly, the transformations of Strategy 2030 are reflected in the results-matrix, organized along four enabling functions. The regional plan and annual report are made accessible to the IFRC membership through the FedNet plans database. They feed into the publicly accessible IFRC Global Plan and Annual Report.

CONTENTS

Overview of the National Societies in the region

This plan sets out the strategic focus and the results for the IFRC Regional Office (RO[1]) in the Middle East and North Africa (MENA), in 2024, in collaboration with the 17 National Societies (NSs) of the Region.

2 M Volunteers	301K Staff	9,560 branches in all National Societies	279M Income	274M Expenditure

The 17 Red Cross and Red Crescent National Societies in the MENA region are part of the International Red Cross and Red Crescent Movement, which is the largest humanitarian network in the world, consisting of 191 National Societies present in nearly every country are independent organizations that work in partnership with public authorities, based on international and national laws, to provide a wide variety of services in the humanitarian field.

Their main areas of work in the MENA region include disaster risk management, health and social programs, support for refugees and migrants, conflict resolution and peacebuilding, and promotion of humanitarian values and principles.

The people served by the National Societies in the MENA region include those affected by disasters, vulnerable populations such as women, children, and the elderly, refugees and internally displaced persons, communities facing health and social challenges, and people affected by armed conflicts and violence.

The National Societies in the MENA region face various challenges in their work, including political instability and armed conflicts, limited resources and funding, complex and protracted crises, and displacement and migration.

Despite these challenges, the National Societies work vigorously to provide assistance, support, and protection to those in need, guided by the Fundamental Principles of the International Red Cross and Red Crescent Movement.

Overview of IFRC presence in the region

In the MENA region, the International Federation of Red Cross and Red Crescent Societies (IFRC) works in support of 17 National Red Cross and Red Crescent Societies. The IFRC is in the region through its regional office, two cluster offices in Dubai and Tunis, and country delegations in Amman, Benghazi, Baghdad, Beirut, Cairo, Damascus, Sanaa, and Tehran.

The IFRC's work in the region is guided by its three key mandates: strategic and operational coordination, National Society development, and humanitarian diplomacy and representation.

The IFRC, in collaboration with its National Societies, works to provide humanitarian assistance and support to those in need, including those affected by The IFRC also focuses on building the capacity of National Societies to respond to emergencies and to promote community resilience.
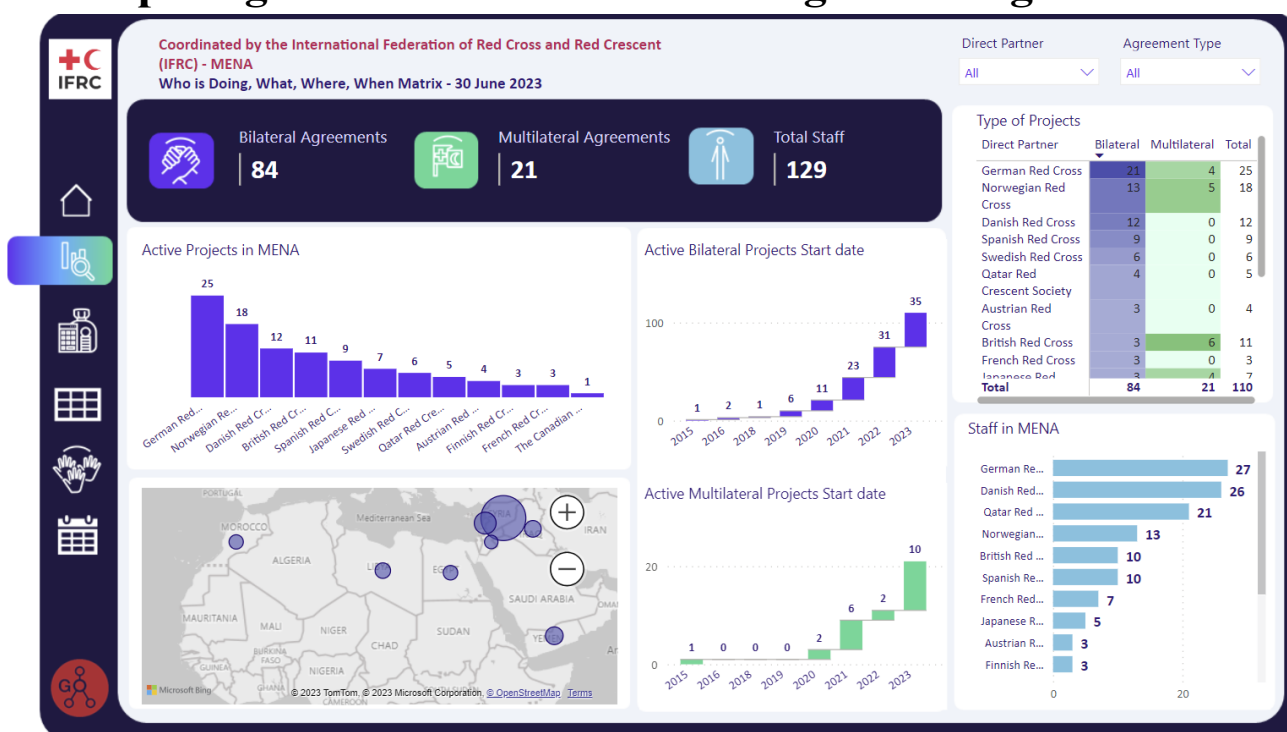
The MENA region plays a vital role in supporting the IFRC's global efforts to address the world's growing humanitarian needs. The IFRC MENA regional office works closely with its Participating National Societies, the ICRC, and other Movement partners to discuss common issues and share best practices through daily

collaboration and statutory meetings. The IFRC also works with governments, UN (United Nations) agencies, and other humanitarian organizations to coordinate and deliver humanitarian assistance and support to those in need. The region oversees and plays a key role in major multi-country grants and programs, such as the Road Map to Community Resilience, which provides step-by-step guidance on how to operationalize the IFRC's Framework for Community Resilience.

The IFRC MENA regional office has been involved in various multi-regional grants to support resilience. These grants include the ECHO PPP (Project Programme Planning), a multi-year Pilot Programmatic Partnership with ECHO (European Commission Office of Humanitarian Aid and Civil Protection), which aims to improve health, prevent chronic diseases, and reduce health disparities among racial and ethnic populations with the highest risk or burden of chronic disease. The partnership focuses on scaling up community resilience and plays a vital role in building safer and more informed communities, where at-risk people are empowered to prepare for and even prevent future crises. The IFRC MENA regional office is also working on a developing partnership with the Africa Centres for Disease Control and Prevention (Africa CDC) to train two million community health workers.

These grants and partnerships aim to support resilience in the MENA region by addressing various challenges such as the COVID-19 pandemic, growing migration and displacement, severe food insecurity, protracted crises and conflicts, droughts, earthquakes, water scarcity, sandstorms, and extreme winter and heat waves.

Participating National Societies working in the region

Regional analysis

The MENA region is facing a complex and dynamic operational landscape, with various countries facing unique challenges and opportunities. The region is also affected by global stressors, including climate change and its effects on population movement, livelihood, health, and food safety. Climate change has also affected the severity and frequency of natural events, with a significant increase in natural and complex disasters occurring globally and in MENA IFRC countries.

In addition to climate change, several global, regional, and national armed conflicts are on the rise, with state-based conflicts increasing over the last six years. MENA IFRC countries have endured an increased trend of armed and non-armed conflicts over the last 13 years, with long-standing conflicts in Syria, Yemen, and Libya remaining persistent challenges that continue to obstruct the path to resilience and development. Vulnerable populations in countries like Lebanon, Iraq, Iran, and Palestine face ongoing "chronic crisis" scenarios, which require sustained humanitarian and development support to meet the complex and evolving needs of the affected populations.

To address these challenges, the IFRC MENA Regional Delegation has been undergoing a transformative phase to enhance its support to MENA National Societies in responding to current crises and aligning with the IFRC's Strategy 2030 and Agenda for Renewal. The delegation aims to ensure effective coordination, sustainable national society development, and strong advocacy for communities at national, regional, and global levels. The delegation has adjusted its teams and structures to provide better support, innovative solutions, and collaboration with Movement and non-Movement partners, with a focus on evidence-based centered programs, risk management, quality support, and value for money.

The IFRC, as a whole, is committed to supporting its National Societies in fulfilling their potential as effective local humanitarian actors and providing leadership, coordination, and advocacy at global, regional, and country levels. The organization has played a pivotal role in responding to all natural events, armed conflicts, health crises, and humanitarian emergencies throughout the globe.

The IFRC network, which consists of the IFRC and National Societies, aims to work together to prevent and alleviate human suffering, maintain and promote human dignity and peace in the world.

The global stressors affecting the MENA region and the world require increased adaptive capacity of affected communities and countries. Incremental climate changes, such as rising temperatures, rising sea levels, and episodic drought, can change natural landscapes, disrupt food, and water resources, change agricultural conditions, weaken infrastructure, and give rise to financial and relationship stress, increase risks of violence and aggression, and displacement of entire communities. The overarching threats of a changing climate can also incite despair and hopelessness as actions to address the problem of climate change seem intangible or insignificant in comparison to the scale and magnitude of the threats.

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

The MENA region is facing a complex and dynamic operational landscape, with various countries facing unique challenges and opportunities. The region is also affected by global stressors, including climate change and its effects on population movement, livelihood, health, and food safety[1]. Climate change has also affected the severity and frequency of natural hazards with a significant increase in complex disasters occurring globally and in MENA IFRC countries[2].

In addition to climate change, several global, regional, and national armed conflicts are on the rise, with state-based conflicts increasing over the last six years. MENA IFRC countries have endured an increased trend of armed and non-armed conflicts over the last 13 years, with long-standing conflicts in Syria, Yemen, and Libya remaining persistent challenges that continue to obstruct the path to resilience and development. Vulnerable populations in countries like Lebanon, Iraq, Iran, Syria, and Palestine face ongoing "chronic crisis" scenarios, which require sustained humanitarian and development support to meet the complex and evolving needs of the affected populations.

2. Strategy 2030 global challenges

---

[1] https://www.isdb.org/sites/default/files/media/documents/2022-06/IsDB%20RESILIENCE%20REPORT.pdf
2 World Development Report 2021: DATA FOR BETTER LIVES

Climate and environment

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 elevated temperatures and heatwaves, limited groundwater, rainfall, and scarce agricultural and arable land 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 in 90 years. The World Bank, which is spending $1.5 billion to fight climate change in the region, estimates that 80-10 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 21st 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 210. 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 city's most at risk from sea level rise are Algiers, Benghazi, and Alexandria.

Rising temperatures in the MENA region are expected to reach 4oC 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, leading to intensifying food insecurity, which is already vulnerable given the Ukraine-Russia crisis.

Compounding the risk of climate change, is the regions trend toward urbanization. Urbanization is exacerbating the risk of floods and heatwaves. Heavy rainfall has nowhere to go as most urban environments use nonporous materials such as concrete and asphalt while most urban infrastructure is unable to cope with the intensity of rainfall caused by the climate emergency. Urban environments also exacerbate heat waves. For example, heat is absorbed and trapped in dense urban environments. Parks and trees can help mitigate this, but the pressure of urbanization rarely allows for proper urban planning.

Disasters and crises

The Middle East and North Africa continues to be exposed to a growing number of hazards that affect stability and growth in the region. According to the IFRC Solferino Academy, disasters and crisis are increasingly concentrated in complex settings and by 2030, almost half of the world's poor are expected to live in countries affected by fragility, conflict, and violence – mostly in Africa and the Middle East.

In MENA, conflict has inflicted great damage to human lives and physical infrastructure resulting in millions of people killed or displaced. Urban areas have been particularly affected by the conflicts, and cities are facing significant service delivery pressure due to physical damage and the influx of a high number of displaced people.

The crises in Yemen, Syria and Libya continues to affect millions of lives and their impacts are still massive with millions of people in need of humanitarian support.

The COVID-19 pandemic is having a devastating impact on already-vulnerable economies across the Middle East and North Africa (MENA) region. Growing public health challenges and knock-on effects to economic activity triggered by strict distancing measures are compounded by a simultaneous oil price shock that is exerting pressure on the finances of oil-exporters and oil-importers alike.

These concurrent shocks are both exacerbating and being amplified by long-standing structural challenges in MENA economies, including, but not limited to, large and inefficient public sectors, uncompetitive business environments, high youth and female unemployment, and governance challenges.

IFRC will support National Societies in developing and/or strengthening their DRR and wider resilience programming including the use of the Enhanced Vulnerability and Capacity Assessment (EVCA) among other technical tools. IFRC will also prioritize supporting and running public awareness campaigns with NSs focusing on key risks locally, nationally, and regionally with the aim to enhances knowledge to reduce current and prevent future disaster risk with a special focus on urban settings. Moreover, IFRC Regional Office will support MENA National Societies in mitigating the vulnerabilities and disadvantages resulting from all types of crisis and disasters for all people, especially the most vulnerable.

At the same time, IFRC Regional Office will support MENA NSs integrating climate smart disaster risk reduction and response programming across migration, climate change, food security, livelihoods, urban environments, health, and digital vulnerabilities.

Recognizing that overall NS preparedness and response capacity affects much of their strategy, operation, and relationships, IFRC will continue to support in the application of the Preparedness for Effective Response as a mechanism to identify areas of improvement and measure and promote the evidence of positive capacity change.

Health and well-being

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 because 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. As the COVID-19 pandemic has caused service disruptions, such as the decreasing trend in immunization coverage, and has exposed inequalities both between countries and within them. The pandemic also reminded us that infectious diseases can emerge or re-emerge to cause harm to everyone. Meanwhile, climate change continues to degrade the environmental and social determinants of physical and mental health, posing enormous risks.

Communities across the world and in certain areas in MENA region 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 displacement

Middle East and North Africa is a region with over 40 million people[1] 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 the consequences of 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 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[2] and 14.4 million internally displaced persons (IDPs)[3].

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.

Values, Power, and Inclusion

The MENA region presents a diverse tapestry of cultures, beliefs, and socio-economic paradigms, but there are overarching challenges and trends that can be discerned.

One of the most salient is gender disparity. According to the Inter-Parliamentary Union, women's representation in national parliaments for many countries remains below the global average, often hovering between 10-20%.

The World Bank reports that the labour force participation rate for women in the region was approximately 20% in 2019, markedly lower than global figures. A recent report published by the World Bank states that an average of 16% of households in the MENA region are female-headed, with substantial differences in Yemen and Syria, with each having about one-quarter of populations living in female-headed households. Rates of gender-based violence, such as intimate partner violence, early child marriage, female genital mutilation, and sexual assault, remain particularly high, while acknowledging typically low levels of reporting and support-seeking by survivors, given strong cultural stigmatization.

Gender minorities in the MENA region face a myriad of challenges, including discrimination, violence, and lack of access to essential services. An estimated 1.7 million people in the region identify as lesbian, gay, bisexual, transgender, intersex or queer (LGBTIQ), but many are afraid to lead an open life, fearing discrimination or violence. These incidents are believed to be underreported due to societal stigmatization. Also, the LGBTIQ community continues to grapple with legal persecution in numerous countries; according to a recent Human Rights Watch article, the discrimination that the LGBTIQ community faces is on the rise in the region. Furthermore, according to a 2021 report by the United Nations Development Programme (UNDP), gender minorities in the MENA region are twice as likely to be unemployed as the general population. They are also more likely to be denied access to education and healthcare, and they are at a higher risk of violence, including physical assault, sexual assault, and honour killings.

MENA has been overwhelmed by various conflicts and political instability, humanitarian crises, and displacement with civilians enduring most of the consequences. As of 2020, Syria alone accounted for over 6.7 million internally displaced persons (IDPs) according to UNHCR (United Nations High Commissioner for Refugees). Ongoing conflicts and violence have led to large-scale displacement within and across borders. This has resulted in refugee and migrant crises with millions of people seeking safety and protection both within and outside the region. Moreover, some countries in the region rely heavily on migrant labour, which can lead to exploitation and abuse of migrant workers, including poor working conditions and violations of labour rights. Prominent levels of poverty, unemployment, and economic inequality have contributed to social tensions between communities.

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). Additionally, older individuals and those with special needs that are displaced and, on the move, lack access to specialized support during their journeys and upon reaching their destinations.

MENA is currently witnessing its largest youth population yet, 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. Even though the MENA region's young population is not homogeneous, 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. Additionally, one in five young people in the MENA region are considered migrants. In some countries, this number is as high as 50 percent.

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 (Information and Communications Technology), 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 region is prone to environmental and climate-related challenges such as water scarcity, desertification, pollution, extreme weather, and disasters, which can exacerbate existing vulnerabilities and contribute to social and economic instability. One such example would be the recent earthquake that devastated several provinces in Syria, a country already reeling for a complex protracted crisis. As climate change takes a heavy toll on the region, it has disproportionately impacted the youth (amongst other groups), 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.

For humanitarian efforts to be effective and inclusive, it is imperative that we empower minorities and young individuals to be catalysts for change. We must champion their ascent to leadership roles, ensure their voices influence decisions directly affecting them, and diligently work to eliminate the obstacles hindering their realization of full potential.

3. Operational constraints

Operational constraints that may affect the work of the IFRC MENA regional office in 2024 include:

Economic Challenges: Economic instability and challenges, particularly in countries facing protracted conflicts, can lead to difficulties in funding and implementing relief and development programs. Economic constraints may impact the ability of the IFRC to mobilize resources for the National Societies' activities.

Regional Dynamics: Interactions between neighbouring countries and international actors can influence operational constraints. This includes considerations such as border controls, cross-border conflicts, and diplomatic relations that may affect the movement of goods, services, and personnel.

These complexities can influence the ability to provide humanitarian assistance and may impact the operational effectiveness.

Legal and Regulatory Barriers: Legal and regulatory frameworks in some MENA countries can pose challenges for humanitarian organizations. This includes registration requirements, restrictions on certain types of aid, and the movement of funds.

Violence and insecurity: Ongoing conflicts and the threat of violence in various parts of the MENA region can severely impede the ability to deliver humanitarian assistance. Safety risks to both staff and volunteers may limit access to affected populations and hinder the implementation of relief and recovery programs.

Insecure areas and regions with limited or no government control can lead to restricted access for humanitarian organizations. This can affect the ability to reach vulnerable affected communities with essential services, including healthcare, food, and shelter.

Strategic priorities

	Climate and environment

There is an urgent need to support more MENA NS to integrate climate and disaster risk reduction into their programs to address climate emergencies. Because of the complexity of the region, NS are continuously in a response cycle and are finding it difficult to adopt climate smart disaster risk reduction approaches. National Societies in the region have also identified a need to increase their technical capacity to reduce and manage complex risks. The ongoing response demands are not sustainable for regional NS to maintain and is not in line with key movement and global frameworks. Other IFRC regions have tackled this challenge by developing a regional specific multi-year strategy. A high-level objective in 2024, is to develop a MENA Regional Climate and DRR strategy with an aim to support NS across the region to both integrate climate smart DRR throughout operations and develop programmatic approaches to reducing climate and other hazard risks.

One key support of this strategy is to foster peer to peer learning. This is informed by the community of practice on Disaster Risk Reduction and Climate Change Adaptation made of focal points from the region's National Societies. The needs and the work to be done within the Community of Practice can be summarized in three objectives: 1) to foster a strong regional network of climate and DRR practitioners; 2) to create opportunities for NSs to undertake and sustain climate smart DRR programs; and 3) to increase opportunities for increasing financial and technical resources in the MENA region.

	Disasters and crises

Under cash and voucher assistance thematic, the regional support will be focused on enhancing coordination, sharing learnings and knowledge among the MENA region's NSs and PNSs (Participating National Societies) through the Cash community of practice monthly basis .and Through biweekly meetings with active NSs, a Regional CVA (Cash and Voucher Assistance) 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 (Community of Practice) 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.

in addition to strengthening the cash and voucher IFRC MENA region surge capacity by delivering Practical Emergency Cash Transfers (PECT), to expand the capacity of CVA practitioners and support services staff to integrate them into the RRMS (Rapid Response Management System). Also, increasing the NSs' CVA readiness level is one of the key missions to promote and mainstream CVA into other different sectors; consider it a viable modality in emergencies by mainstreaming cash into the NS structure, developing the procedures, improving the relevant tools, and building up the cash system.

	Health and well-being

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 marginalized 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.

	Migration and displacement

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 (209), 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.

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:

- placing the people in the center of the IFRC work, in this case migrants, refugees and IDPs alongside the host communities.
- anticipating evolving trends, with assessment and analysis on migration and displacement movements.
- 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.

	Values, Power, and Inclusion

Our foremost commitment is to safeguard and champion transformative shifts rooted in humanitarian values and principles.

To realize this, IFRC is dedicated to bolstering the capacities of Red Cross Red Crescent Societies, extending their reach to even more local branches.

Through collaboration with key stakeholder and decision-makers, we aspire to refine workplace dynamics, ensuring they are more diverse and inclusive. By elevating the voices of our youth and building bridges with the educational sector, we strive to foster an environment rooted in acceptance and unwavering respect for individual dignity. Such efforts not only fortify resilience but also lay the foundation for harmonious and flourishing communities.

To align with the IFRC's Strategy 2030, 'Value, Power and Inclusion' can plug into many of the transformations that the organisation is aspiring to undertake.

Transformation 1 emphasizes 'humanity' by empowering local actors, putting communities at the forefront of humanitarian action. This approach ensures both 'independence' and 'neutrality', allowing local agents to steer their priorities. Transformation 3 realigns power dynamics through local decision-making, offering a nuanced approach to safeguarding and PGI (Protection Gender and Inclusion), and fostering inclusivity by promoting transparent governance and opportunities for youth and minorities. Transformation 4 strengthens inclusion,

leveraging the collective strength of National Societies for a coordinated humanitarian response, emphasizing youth leadership and community driven PGI policies. Finally, Transformation 5 harnesses the IFRC's network, not just for advocacy, but to refine the global humanitarian narrative, championing community voices and inclusion.

PGI is vital within the MENA context. As an integrated approach underpinning all programs, PGI prioritizes the most vulnerable, ensuring their needs are met comprehensively. To actualize this approach, support is extended to National Societies (Partner and Host), enhancing their capabilities to bolster protection services. This entails comprehensive measures to predict, minimize risks of, and respond to various forms of violence. Of particular concern is sexual and gender-based violence, which disproportionately affects women and other marginalized groups. Additionally, efforts are concentrated on addressing violence against children and combatting Trafficking in Persons. Additionally, there will be a focus on trying to establish a more unified understanding between national societies on what PGI is and what is entails on an institutional and programmatic level.

Beyond immediate response, the PGI approach in the MENA region also emphasizes long-term recovery solutions for these vulnerable groups. By utilizing the IFRC's PGI operational framework, programs in the region are moving towards being more effective and efficient by providing solutions that are more inclusive, sustainable, and accountable towards the affected populations.

The IFRC's MENA Regional Office 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 MENA in 2023.

The IFRC's MENA Regional Office is committed to empowering NSs in their educational and youth-led endeavours, as outlined in the Strategic Framework on Education 2020-2030 and the IFRC Youth Engagement Strategy. Our efforts are coordinated with the Protection, Gender, and Inclusion Operational framework and Policy, ensuring our initiatives are tuned to the unique needs and vulnerabilities of our diverse communities, all while aligning with the overarching vision of the IFRC Strategy 2030. As we navigate the challenges the upcoming decade presents, we remain unwavering in our pursuit to alleviate the suffering of the vulnerable.

In line with the Global Safeguarding Action Plan, we will also ensure accountability by ensuring greater adherence to measures for the Prevention of Sexual Abuse and Exploitation, Child Safeguarding, and anti-harassment as part of a broader approach to safeguarding. This includes supporting the development of PSEAH (Prevention of Sexual Exploitation, Abuse and Harassment) and Child Safeguarding policies, SOPs (Standard Operating Procedures), and referral pathways and mechanisms in MENA National Societies to ensure safe and inclusive programs, projects, and organizational culture to mitigate risks associated with misuse of power.

Enabling functions

Enabling Function 1:	Strategic and operational coordination

In 2024, IFRC has four key objectives for its engagement in the MENA region to improve IFRC's responsiveness to the complex humanitarian challenges in the MENA region through strengthened coordination and cooperation with partners.:

External Coordination: IFRC aims to strengthen partnerships with international organizations, state authorities, civil society, and the private sector. It also seeks to collaborate with research institutions to enhance its humanitarian efforts.

Membership Coordination: IFRC plans to further enhance coordination and knowledge sharing among National Societies in the MENA region, fostering the exchange of best practices, and supporting capacity building.

Movement Coordination and Cooperation: IFRC strives to enhance collaboration among components of the International Red Cross and Red Crescent Movement, promoting joint initiatives and solidarity.

Resource Mobilization: IFRC is committed to diversifying funding sources and building a culture of resource mobilization within National Societies.

Enabling Function 2:	National Society development

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.

Enabling Function 3:	Humanitarian diplomacy

The MENA Approach 2023-2025, which is a regional strategic framework, 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, but the elements of these global strategic documents are often relatively broad.

The MENA Approach highlights the need to prioritize actions, anticipate evolving trends, and identify areas where impact and transformational change can be maximized through smart and innovative response.

It also emphasizes the importance of becoming stronger and more consistent in Humanitarian Diplomacy at the highest levels, investing in building knowledge of evolving crisis trends in the region, and developing a more joined-up strategic approach to programming across the region.

Enabling Function 4:	Accountability and agility (cross-cutting)

The IFRC MENA regional office shall further enhance its accountability and agility by focusing on various aspects of its operations, including human resources, finance, integrity, risk management, PMER (Planning, Monitoring, Evaluation, and Reporting), CEA (Community Engagement and Accountability), local innovation, and partnerships. This will be mainly reached through the below key objectives and activities.

- Foster a culture of continuous learning and development, providing opportunities for staff to enhance their skills and knowledge.

- Promote diversity and inclusion in the workplace, ensuring that the office reflects the communities it serves.
- Continue strengthening the internal control systems to prevent and detect fraud, corruption, and other forms of misconduct.
- Continue reviewing and updating the Region's risk registers to ensure that it remains relevant and effective.
- Strengthen the mainstreaming of an integrative quality assurance approach based on results-oriented programme management.
- Strengthen the capacities of the MENA delegations and NSs' partnerships with local communities and other stakeholders to ensure that their voices are heard, and their feedback is considered in the office's decision-making processes.
- Regularly communicate with stakeholders to provide updates on the office's activities and to solicit their input and feedback.
- Foster a culture of innovation within the office by encouraging staff members to generate and implement new ideas and approaches.
- Strengthen partnerships with local organizations, academic institutions, and other stakeholders to leverage their expertise and resources in support of the office's objectives.

Monitoring and evaluation framework

The MENA Regional Office of the IFRC has been working on an integrative quality assurance approach since July 2021. This approach interlinks planning, monitoring, evaluation, reporting, information management, risk management, and community engagement and accountability. The IFRC M&E approach involves innovative methods and faces challenges for data collection. Some of the key aspects of the approach are:
- **Integrative quality assurance approach:** The MENA Regional Office's approach interlinks planning, monitoring, evaluation, reporting, information management, risk management, and community engagement and accountability. This ensures a comprehensive and coordinated approach to M&E.
- **Technical Support from the PMER and Quality Assurance Regional Unit**: support to MENA National Societies in developing people centred monitoring and evaluation frameworks, risk registers, and managing quality data. This support enables the National Societies to effectively implement M&E and CEA activities and generate business intelligence for planning.
- **Innovative methods for data collection** for the promotion of community driven data collection tools, remote sensing, and satellite imagery. These methods can help in collecting data more efficiently and accurately, especially in complex and hard-to-reach areas. Artificial Intelligence could be utilized as well in the IFRC M&E approach to automate data collection and analysis processes, identify patterns and trends in large datasets, and generate real-time insights for decision-making. IFRC also aims to utilize innovative methods such as participatory video (PV) to collect data from affected communities as PV has proven to be an effective tool to overcome challenges in finding clear insights from M&E activities.
- **Guided by Fundamental Principles and standards**: The M&E approach is guided by the Fundamental Principles of the Red Cross and Red Crescent Movement and standards elaborated in the IFRC Framework for Evaluation. This ensures that the M&E activities are aligned with the organization's core values and principles.

The main challenges could be centred around data collection, such as limited access to affected areas, security concerns, and the need for timely and reliable data, as well the ability of the MENA National Societies to build and sustain M&E systems. Addressing these challenges requires close collaboration with National Societies, local communities, and other stakeholders, as well as the use of appropriate technology and data management systems.

Evaluation Title (Tentative title if final title not available)	Location(s) covered by the Evaluation	Strategic Priority / Enabling Function	Organization (National Society/PNS/ IFRC/ Joint)	Intended start date
Morocco Real Time Evaluation	Morocco		Moroccan RC	December 2023

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.

Funding requirements – indicative multi-annual figures

Year	Multi-country Emergency operations	Climate and environment	Disasters and Crises	Health and wellbeing	Migration and displacement	Values, power and inclusion	EF1 - Strategic and operational coordination	EF2 - National Society development	EF3 - Humanitarian diplomacy	EF4 - Accountability and agility	Longer term work Total	Overall Total
2024	-	2,000,000	2,461,000	1,000,000	7,500,000	3,000,000	1,977,000	3,414,000	2,738,119	-	24,090,119	24,090,119
2025	-	-	-	-	-	-	-	-	-	-	-	-
2026	-	-	-	-	-	-	-	-	-	-	-	-
	-	2,000,000	2,461,000	1,000,000	7,500,000	3,000,000	1,977,000	3,414,000	2,738,119	-	24,090,119	24,090,119