




Middle East and North Africa

Community-Centered Humanitarian Action

A study conducted by International Federation of the Red Cross and Red Crescent Societies
with National Societies in the Middle East and North Africa Region

April 2015

 International Federation
of Red Cross and Red Crescent Societies

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MENA Zone Office
Platinum 776 Building, New Martakla, Street 20 -2002
Hazmich, Beirut | Lebanon
Telephone: +961 5 428 444 Fax: +961 5 956 058 Email: info.mena@ifrc.org

1. Who We Are

The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian organization, providing assistance without discrimination as to nationality, race, religious beliefs, class or political opinions. The Movement is neutral and impartial, and provides protection and assistance to people affected by disasters and conflicts.

The Movement is made up of nearly 100 million members, volunteers and supporters in 189 National Societies. It has three main components:

The International Committee
of the Red Cross (ICRC)

The International Federation
of Red Cross and Red
Crescent Societies (IFRC)

189 member Red Cross and
Red Crescent Societies
(RCRC)

As partners, the different members of the Movement support communities in becoming stronger and safer through a variety of development projects and humanitarian activities. The Movement also works in cooperation with governments, donors and other aid organizations to assist vulnerable people around the world.

Our Vision

To inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The Red Cross Red Crescent Fundamental Principles

The International Red Cross and Red Crescent Movement is unified and guided by seven Fundamental Principles. The Fundamental Principles are an expression of the Movement's values and practices and they guide the work and decisions of the Movement for all Red Cross Red Crescent workers in all situations and at all times. The seven fundamental principles of the Red Cross and Red Crescent are humanity, impartiality, neutrality, independence, voluntary service, unity, and universality.

Middle East and North Africa Red Cross Red Crescent National Societies

Algerian Red Crescent
Bahrain Red Crescent
Egyptian Red Crescent
Iranian Red Crescent
Iraqi Red Crescent Society
Jordan National Red Crescent
Kuwait Red Crescent Society
Lebanese Red Cross
Libyan Red Crescent
Moroccan Red Crescent
Palestine Red Crescent
Qatar Red Crescent
Saudi Red Crescent Authority
Syrian Arab Red Crescent
Tunisian Red Crescent
United Arab Emirates Red Crescent
Yemen Red Crescent

2. Introduction

With the evolution of the humanitarian environment in the Middle East and North Africa (MENA) Region, we have chosen to reassess our implementation strategies of our mission and vision in order to ensure that maximum effectiveness in meeting the changing needs of our communities.

This report describes a study undertaken by the International Federation of Red Cross and Red Crescent Societies (IFRC) during the fourth quarter of 2014, which focuses on the work of 17 MENA region National Societies. The study's goal was to assess the full range of services offered by the National Societies and to identify the services and organizational structures most in need of strengthening, support and development. The findings and conclusions represent a concerted effort to ensure an evidence-based development of the 2015-2020 regional priorities. The MENA region priorities were also focused by *Strategy 2020*, the IFRC MENA Zone plans, individual National Societies country strategies, the overall Movement, and state and non-state plans of action.

Following a series of consultative meetings and studies on a local, national, regional, and global level, including regional Consultative Meetings held in Cairo (2012), Tunis, Lebanon and Jordan (2014), and Kuwait and Qatar (2015), the MENA-based National Societies identified the need for a more unified and collaborative humanitarian action by all Movement partners to build stronger and healthier communities, to expand and support volunteer activities, and to strengthen and grow our organization. To support this goal of more cohesive humanitarian action, National Society Advisory Groups were established in the areas of Disaster and Crisis Management, Humanitarian Diplomacy and Resource Mobilization, and National Society Organizational Excellence/Capacity Building.

Following these studies and meetings, the 17 MENA Red Cross and Red Crescent National Societies, as part of the IFRC MENA zone, along with Red Cross and Red Crescent Movement partners, came together to develop the 2015-2020 Disaster Management Strategic Plan (DMSP) and the 2015-2020 Regional Management Strategy (RMS). Informed by the study below, the DMSP and RMS centre on three Strategic Priorities that strengthen the core structure of our humanitarian work in the MENA region: (1) the people and the communities we support, (2) our youth, volunteers, and staff members who provide aid services, and (3) our organizational structure that supports our human resources and communities.

3. Methodology

This study consisted of three survey instruments administered to all National Societies in the MENA region. It was designed to answer the following questions:

- a. Which vulnerabilities and challenges are most critical for the National Societies to focus on in order to serve the most vulnerable? (6.A)
- b. Which are the most pressing gaps that National Societies face in their internal capacity building and organizational development in order to work efficiently and effectively? (6.B)
- c. What are the National Societies' operational and organizational priorities within the framework of the Strategic Plan 2015-2020? (6.C:1, 2, 3, 4, 5)
- d. In which areas of the Consolidated Regional Strategy will the different National Societies be involved and at what level? (6.D)

The primary purpose was to examine the prioritization of service delivery across the National Societies, while understanding ways in which to achieve organizational excellence in the MENA region. Not only do these results support evidence-based regional strategy development, but they also help to shape and inform Country Management Strategies for each of the 17 National Societies.

4. Implementation

Selected individuals within the MENA Region National Societies were trained on how to administer the survey. National Society leadership completed the survey, with results sent to a team of experts from the International Federation of the Red Cross and Red Crescent Societies (IFRC) and International Advisory, Products and Systems (iAPS) for coding, analysis, reporting and sharing of data with the National Societies and partners.

5. Key Findings

- National Societies rank human-made disasters as well as displacement and migration as their highest priority challenges, with natural disasters a distant third. In terms of medium level priorities, more than 50% of National Societies list communicable diseases, lack of socio-economic opportunity and social exclusion as significant concerns.
- In terms of organizational excellence and capacity building, National Societies overwhelmingly point to planning capacity as their most significant area for improvement, followed by their ability to pursue development initiatives, the need for better development and management of volunteers, and an overall need for strengthening governance, leadership and management structures and capabilities.
- The leading priorities within the Strategic Plan 2015-2020 framework are expanding services for the most vulnerable, followed by increasing the influence and support of the Movement's work and deepening the tradition of joint working with state and non-state actors.

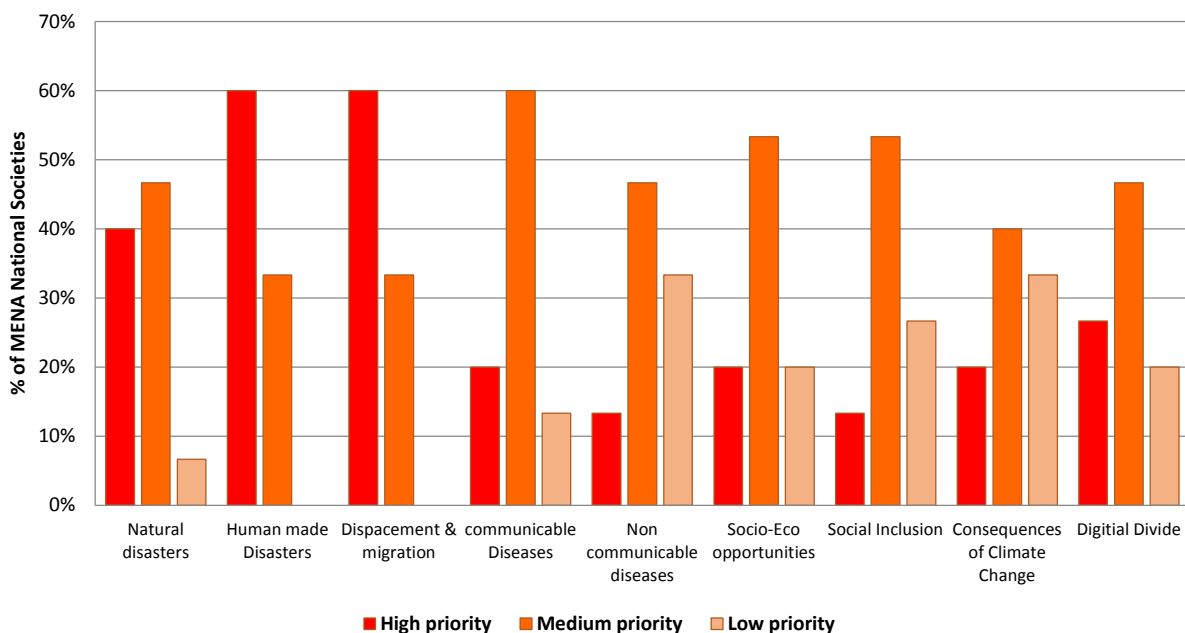
6. Detailed Survey Results

6. A: Vulnerabilities related to Service Delivery

National Society vulnerabilities, related to service delivery, primarily center on the numerous and varied impacts of ongoing conflict and political turbulence in the MENA region. These “human-made” disasters contribute to and exacerbate the significant challenges associated with human displacement and forced migration, as well as the logistical and technical difficulties of delivering services to ever growing and shifting populations.

National Societies rank human-made disasters as well as displacement and migration as their highest priority challenges, with natural disasters a distant third. In terms of medium priorities, an estimated 60% of National Societies chose communicable diseases, followed by the lack of socio-economic opportunity and social exclusion as great concerns, at just under 55% each.

Priority Vulnerability Issues: Informing Service Delivery of MENA Region National Societies



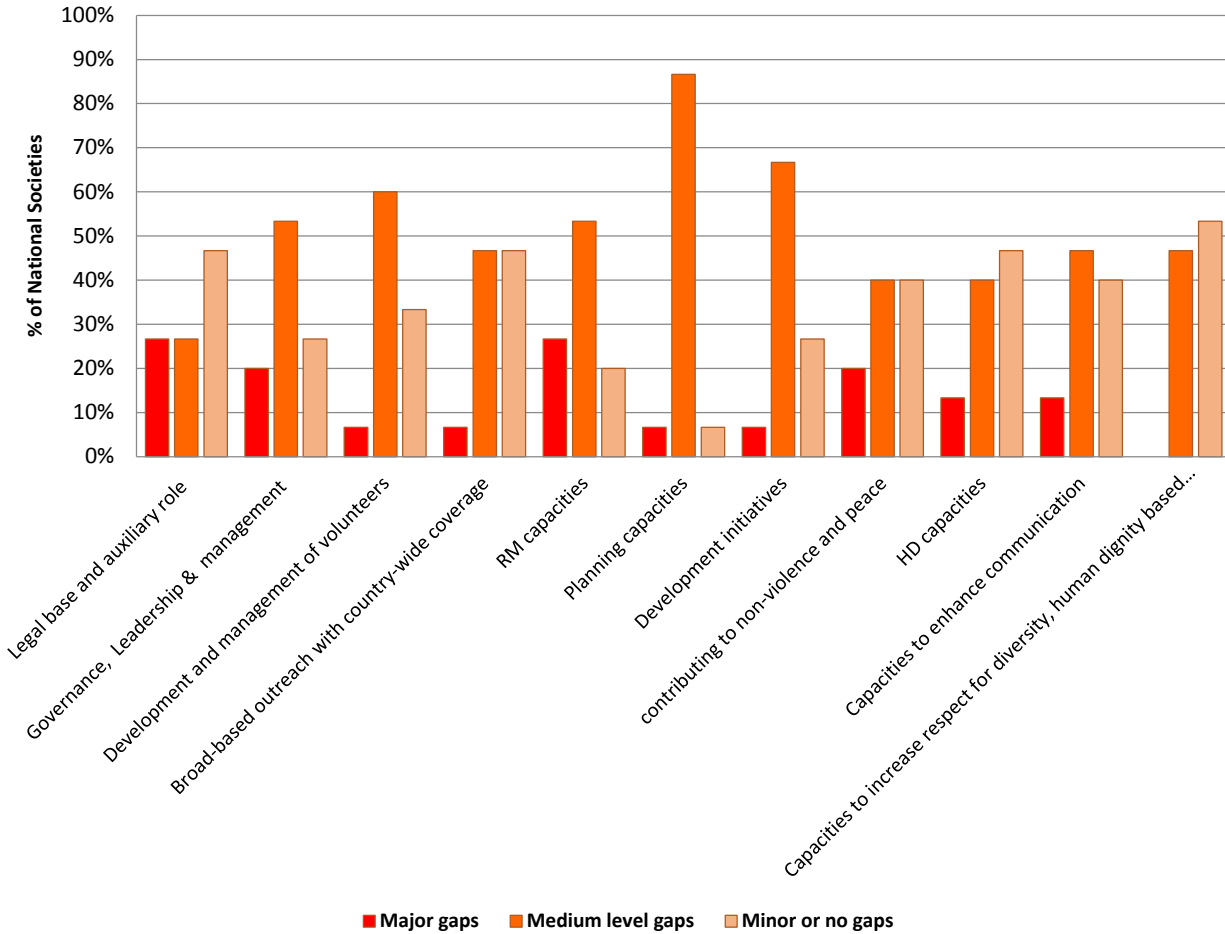
6. B: Capacities and Gaps related to National Society Capacity Building

National Societies overwhelmingly (85%) point to planning capacity as their most significant area for improvement, followed by a scarcity of development initiatives, the need for better development and management of volunteers, and overall need for strengthening governance, leadership and management structures and capabilities.

Taken as a whole, these highlight a pressing need for training and human resources development in all aspects of program planning and management, with the goal of being better prepared for short

and medium-term shocks caused by crises and disasters, while still maintaining an eye on the future of our National Societies’ internal development processes and governance.

MENA Region National Society Capacity Challenges & Gaps

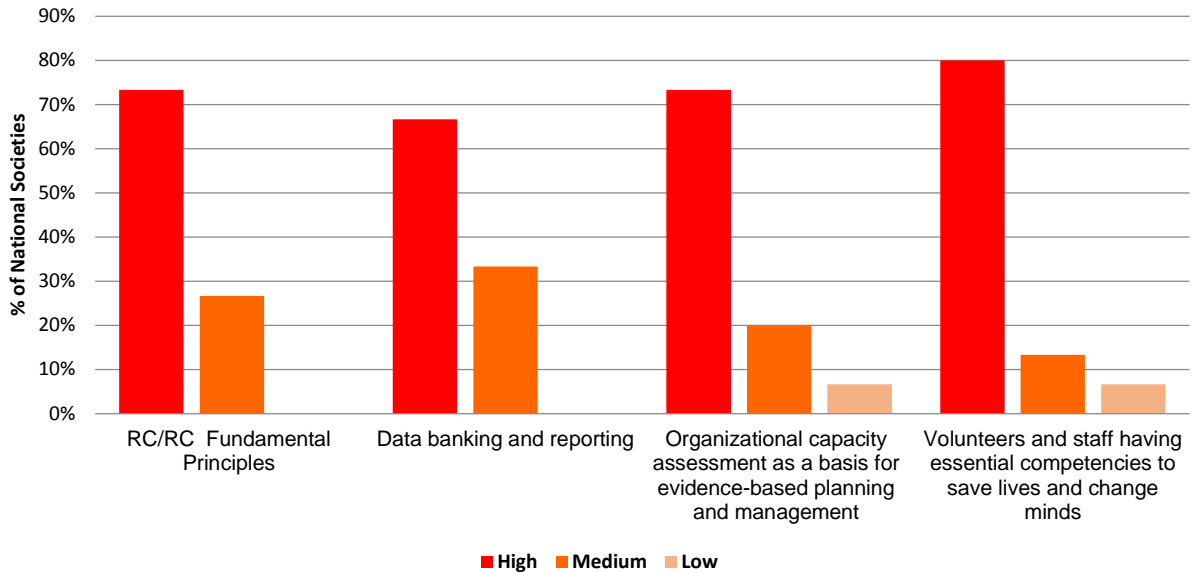


6. C: National and Operational Priorities within Strategic Plan 2015-2020 Framework

C.1. Raising Humanitarian Standards

According to the study results, National Societies give priority to ensuring that volunteers have the necessary competencies ‘to save lives and change minds’, as the essential result of strengthened organizational capacity in planning and management. Additionally, there is an identified need for assessing and improving organizational capacity and promoting the seven Fundamental Principles in all areas of Red Cross Red Crescent Movement work.

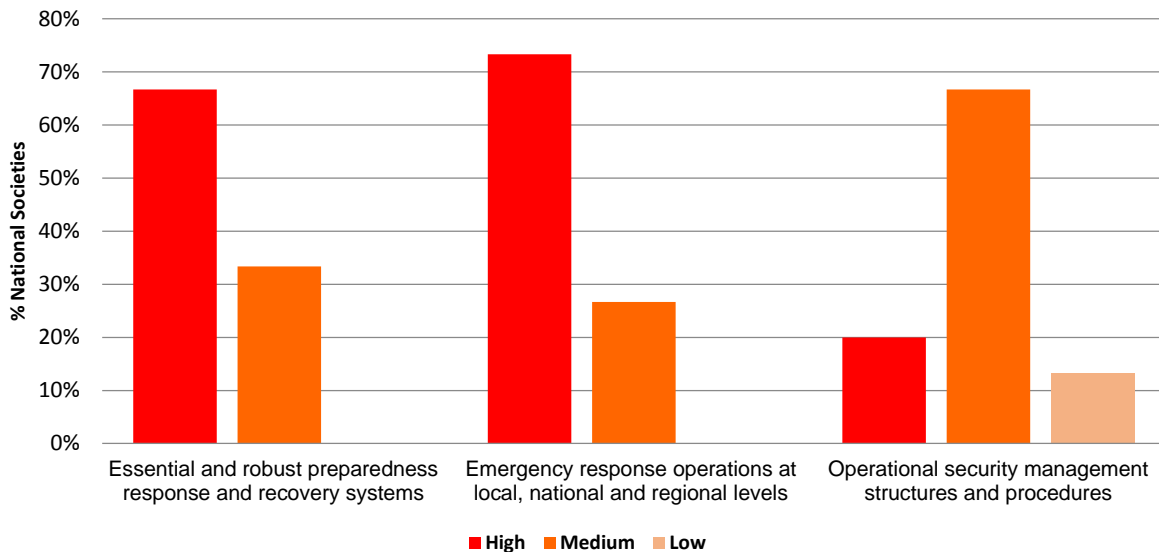
Priority: Raising Humanitarian Standards in Country



C.2. Growing the Services for the Most Vulnerable

In terms of increasing services for the most vulnerable populations in the MENA Region, the National Societies gave the highest priority to emergency response capacities at the local, national and regional levels, through ensuring robust preparedness response and recovery systems. Operational security management structures and procedures is the leading medium-level priority.

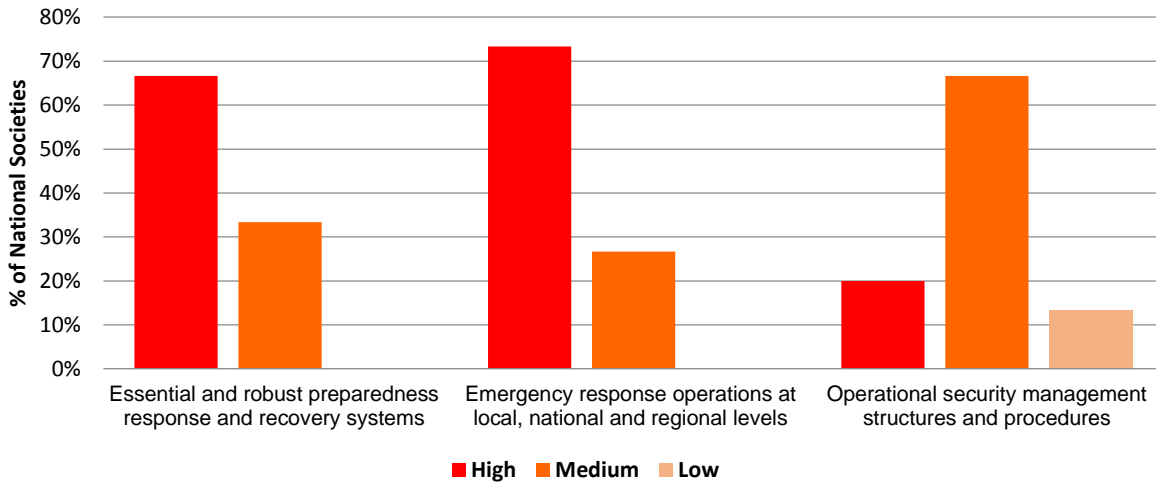
Priority: Increasing RCRC Contribution to Sustainable Development



C.3. Increasing Contribution to Development

National Societies give the highest priority to increasing their capacity for long-term, sustainable development, especially within community health programming, disaster risk reduction, preparedness, response and recovery capacity, all bolstered by an expanded, better human resources management cycle, which understands the feedback loop of volunteer and staff recruitment, development, administration and management.

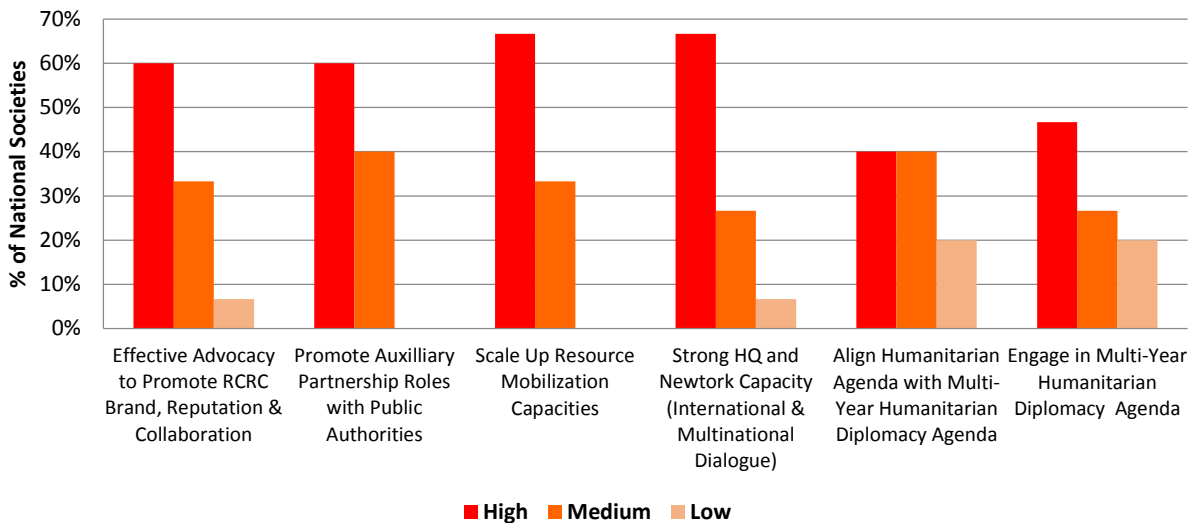
Priority: Increasing RCRC Contribution to Sustainable Development



C.4. Heightening RC/RC Influence and Support

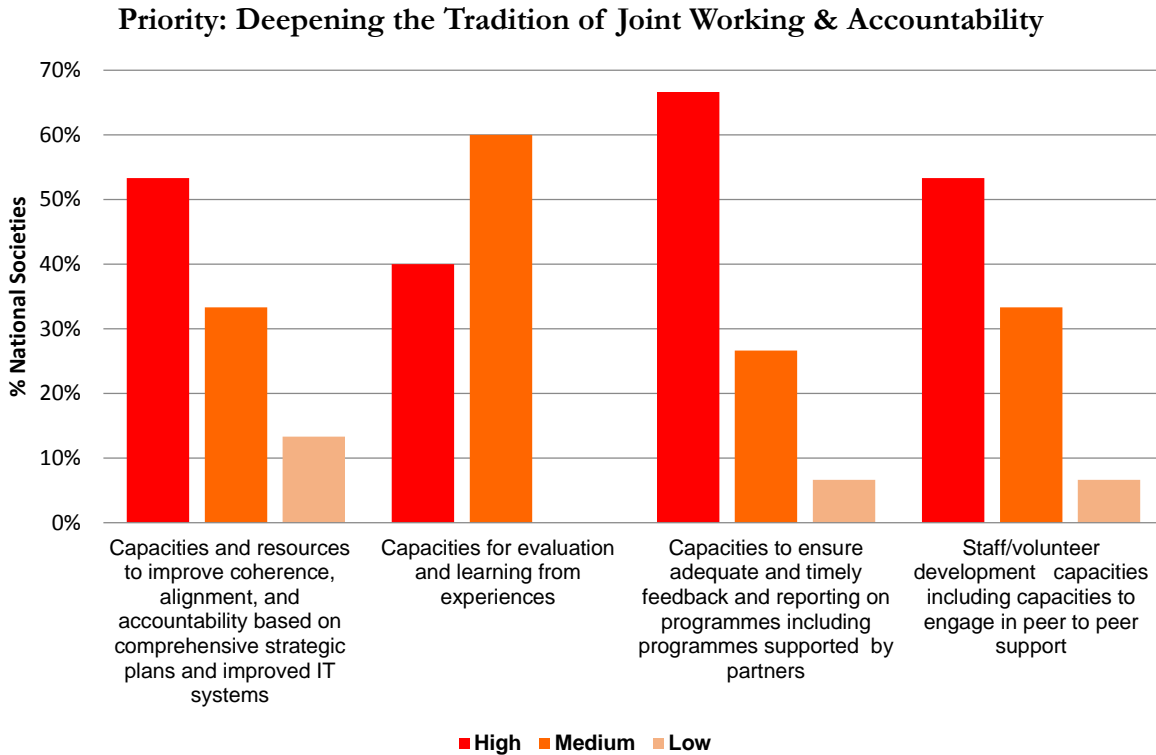
There is a clearly identified need for scaled-up resource mobilization capacity, including multi-country partnerships, along with strengthened management capacity and on-going dialogue over disaster response strategies with multinational institutions. This is dependent on ensuring timely feedback and reporting on needs and priorities, including program successes and challenges.

Priority: Heightening Red Cross Red Crescent Movement Influence & Support



C.5. Deepening the tradition of joint working and accountability

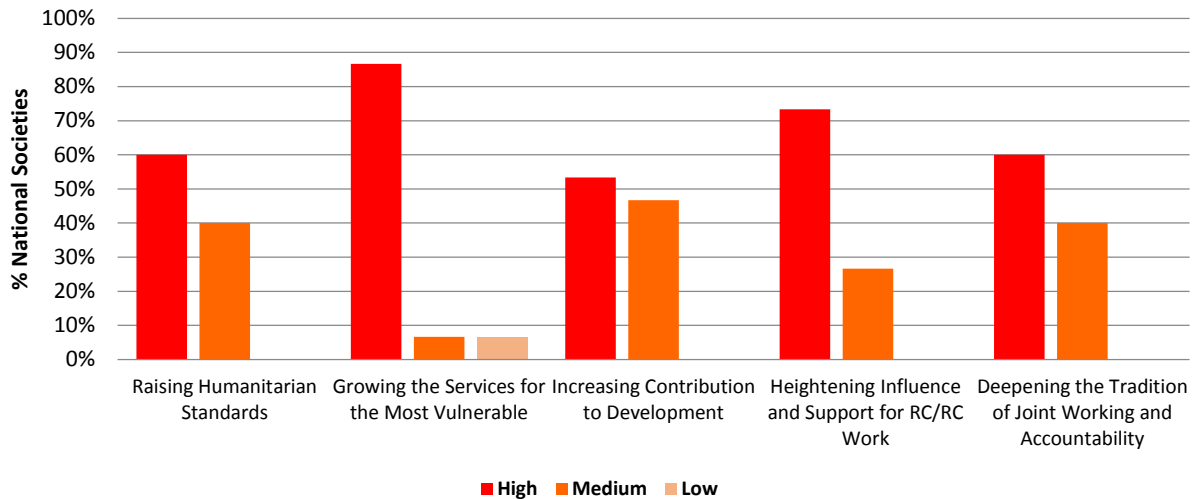
The highest priority is given to increasing capacities in order to ensure that adequate and timely feedback and reporting is provided to stakeholders on all activities and program followed by well-informed and capable youth, volunteers and staff members. Additionally, priority is given to the capacity to improve internal coherence, organizational systems and structural alignment, and accountability based on comprehensive strategic plans and improved communication systems. National Societies rank capacities for evaluation and learning from experience as the top medium-level priority.



6. D. Level of involvement of the National Societies in the implementation of the Consolidated MENA Strategy (CMS)

A majority of National Societies indicate that they will be most involved in growing the services for the most vulnerable remain, followed by increasing the influence and support for the Movement's work, deepening the tradition of joint working with state and non-state actors, and finally raising humanitarian standards.

Expected Level of National Societies Involvement in CMS Implementation



7. Conclusions

The Red Cross and Red Crescent National Societies recognize the growing and evolving community needs in the MENA Region, as they face forced migration, armed conflict, and natural disasters. While challenges vary among the 17 National Societies, this study highlights numerous overlapping priority areas. These can be categorized into the present and anticipated needs of the population as well as human resources. The study also underlines the priority areas of individual National Societies and, by extension, the Red Cross and Red Crescent in the MENA Region as a whole. This study represents an important contributor to the evidence-based development of the Regional-level and National-level strategic priority development.

ANNEX A: MENA National Societies Brief Overview

1. Algerian Red Crescent

Established in 1963, the Algerian Red Crescent Society has a network of 48 local branches, 25,000 volunteers, and 75 employees.

Flagship Services and Programs

- Relief Program
- Health Program
- Social Welfare Program
- Solidarity and Sharing Program
- Women's Projects
- Communication and Dissemination
- International Activities

2. Bahrain Red Crescent

Established in 1970, the Bahrain Red Crescent has 7,000 volunteers, and over 30 employees.

Flagship Services and Programs

- Relief and Disaster Preparedness
- Health
- First Aid
- Social Welfare
- Dissemination
- Support to the Elderly
- Youth

3. Egyptian Red Crescent

Established in 1911, the Egyptian Red Crescent has a network of 79 branches, 10,000 volunteers, 2,000 members and 2,284 employees.

Flagship Services and Programs

- Health Program
- Social Development Program
- Disaster Management Program
- Youth Program

- Other List of Select Projects: The Humanitarian Pandemic Preparedness Project (H2P), Support in Reproductive Health Services and Family Planning, School children Training Programme, Prevention of Child Labour among other programs.

4. Iranian Red Crescent

Established in 1922, the Iranian Red Crescent Society has a network of 3,700 branches, 2,490,966 volunteers and 7,000 employees.

Flagship Services and Programs

- Relief and Rescue Organization
- Volunteers Program
- Medical Procurement Organization
- Health, Treatment and Rehabilitation
- National Committee of Humanitarian Law
- Higher Educational Institute and Education and Research Division
- Helal-Iran Textile Industry Company
- Hajj Pilgrimage Medical Centre

5. Iraqi Red Crescent

Established in 1932, the Iraqi Red Crescent Society has a network of 18 branches, 4,320 volunteers and 2,197 employees.

Flagship Services and Programs

- Disaster Management Program
- Medical Services Program
- Tracing Program
- War Remnants Awareness Program
- Construction and Sanitation Program
- Youth and Volunteers Program
- Humanitarian Diplomacy, International Humanitarian Law and Humanitarian Principles Dissemination

6. Jordanian Red Crescent Society

Established in 1947, the Jordan National Red Crescent Society has a network of 10 branches, 1,000 members, 330 volunteers and 193 employees.

Flagship Services and Programs

- Health Program

- Disaster Management Program
- Youth and Volunteers Program
- Promotion and Dissemination of International Humanitarian Law (IHL)
- Tracing and Restoring Family Links
- Traffic and Road Safety Program
- Mine Risk Reduction Program
- Orphans Sponsorship Program

7. Kuwait Red Crescent Society

Established in 1966, the Kuwait Red Crescent Society has about 900 volunteers, 1,956 members and 106 employees.

Flagship Services and Programs

- Disaster Management and Relief Program
- Youth Group and Volunteers Program
- Training and First Aid Program
- Searching for Missing People
- Social Committee
- BALSAM Project
- International Services

8. Lebanese Red Cross

Established in 1945, the Lebanese Red Cross has a network of 168 branches, 7,500 volunteers, and 150 employees.

Flagship Services and Programs

- Medical Services Program
- Emergency and First Aid Program
- Blood Services
- Educational Services
- Youth and Volunteers
- Dissemination of Principles and International Humanitarian Law (IHL)

9. Libyan Red Crescent

Established in 1957, the Libyan Red Crescent has a network of 30 branched, 7,838 volunteers, and 800 employees.

Flagship Services and Programs

- Studies and Research Centre
- Communication and Information
- Youth and Volunteers
- Disaster Response and Relief
- Health services
- Blood Program

10. Moroccan Red Crescent

Established in 1957, the Moroccan Red Crescent has 95 branches, 40,000 volunteers, and 40,000 volunteers.

Flagship Services and Programs

- Disaster Management
- Health and Social Affairs
- Youth and First Aid

11. Palestinian Red Crescent

Established in 1968, the Palestine Red Crescent has a network of 42 branches covering Palestinian territories (including branches in Lebanon and Egypt), 20,000 members, 9,000 volunteers and 4,200 employees.

Flagship Services and Programs

- Health Care Program:
- Disaster Management Program:
- Social Development Program
- Dissemination of Humanitarian Values and Principles and International Humanitarian Law

12. Qatar Red Crescent

Established in 1978, the Qatar Red Crescent Society has a network of 42 branches, 1,124 volunteers, and 266 employees.

Flagship Services and Programs

- Humanitarian Advocacy Program
- Disaster Management Program
- Medical Care Program
- Social Care
- Capacity Building Program
- Dissemination of Fundamental RC/RC Principles and the International Humanitarian Law

13. Saudi Red Crescent Authority

Established as a charitable organization in 1933, the Saudi Red Crescent has a network of 13 branches, over 1,000 volunteers and 3,000 employees.

Flagship Services and Programs

- Emergency Medical Services
- Disaster Preparedness Program
- First Aid Program
- Road Safety Program
- International Relief and HEART Initiative

14. Syrian Arab Red Crescent

Established in 1942, the Syrian Arab Red Crescent has a network of 14 branches, 3,000 volunteers, and over 1,000 employees.

Flagship Services and Programs

- Disaster Management
- Psychosocial Support
- Medical Support
- Iraqi Refugees Program
- Youth and Volunteers
- Other Programs: The International Humanitarian Law (IHL) Committee, The Media Committee, among other programs.

15. Tunisian Red Crescent

Established in 1956, the Tunisian Red Crescent Society has a network of 264 branches, 2,000 volunteers and members and 10 employees.

Flagship Services and Programs

- Social Program
- Medical Program
- Blood Collection and Management Program
- First Aid Program
- Youth Program
- International Humanitarian Laws

16. United Arab Emirates Red Crescent

Established in 1983, the UAE Red Crescent Society has 11 branches, 1975 volunteers and 619 employees.

Flagship Services and Programs

- Aid and Community Health Program
- Volunteers Program
- Aid Program
- Supporting Orphans
- Psychosocial Programming
- Relief and Projects

17. Yemen Red Crescent

Established in 1968-1970, the Yemen Red Crescent has a network of 37 branches, 12,000 volunteers, 3,500 members and 280 employees.

Flagship Services and Programs

- Relief and Aid Program
- Disaster Management Program
- Health Program
- Humanitarian Values Program
- Humanitarian Advocacy Program
- Organizational Development Program