

Report 2006-2007



International Federation
of Red Cross and Red Crescent Societies

Lebanon

Appeal No. MAALB001

This report covers the period of 01/01/2006 to 31/12/2006 of a two-year planning and appeal process.

In a world of global challenges, continued poverty, inequity, and increasing vulnerability to disasters and disease, the International Federation with its global network, works to accomplish its Global Agenda, partnering with local community and civil society to prevent and alleviate human suffering from disasters, diseases and public health emergencies.



Psychological support activity for children living in shelters during the summer hostilities. Lebanese Red Cross.

In brief

Programme Summary:

For the first time since 1975, a new Executive Committee was elected. Some 75 per cent of the members are new, including a representation from youth and volunteers - something not seen in recent years. All the members of the governance bodies received governance and management training based on the International Federation standard syllabus.

As a result of the elections, the Lebanese Red Cross revitalized the two key departments of Planning and Volunteers by electing a head for each. The National Society's leadership requested the International Federation to support the development of these two departments and in addition to strengthen its support for the Internal Affairs department in the process of reviewing the National Society legal base.

Over 1,100 people were killed and around one million became internally displaced as a direct result of the hostilities between Hezbollah and Israel in July and August 2006. The psychological support programme (PSP), supported by the International Federation over the last three years, helped children affected by conflict and counselled and debriefed Lebanese Red Cross volunteers, who were on various front lines during the conflict.

Goal: The Lebanese Red Cross is able to utilize and further strengthen its governance, whilst developing relevant and focused activities aligned with its strategic directions.

Needs: Total 2006-2007 budget CHF 1,582,343 (USD 1,310,805 or EUR 966,490), out of which 35 per cent is covered). [Click here to go directly to the attached financial report.](#)

No. of people we help: The Organizational Development (OD) programme has been a priority for the Lebanese Red Cross and thus for the International Federation. The beneficiaries are mainly governance, volunteers and staff of the Lebanese Red Cross. The below table reflects the number of beneficiaries in 2006:

Programme	Target Population	Number of beneficiaries
Organizational Development: governance and management, project planning process, general assembly meeting, leadership training, OD training.	Lebanese Red Cross governance, staff and volunteers	200
Health and care: psychological support programme, HIV-AIDS, community-based first Aid, traffic safety and environment, bird flu awareness	Lebanese Red Cross volunteers (training)	245
	Lebanese Red Cross volunteers (debriefing sessions)	200
	Community at large	6,500
Disaster management	Lebanese Red Cross volunteers	70
Humanitarian values: HIV/AIDS anti stigma and discrimination campaign, Lebanese RC quarterly newsletter	Community at large	11,000

Our Partners: The International Federation delegations, both Beirut and Amman, were main partners of the National Society. In addition, from within the Movement, support has been provided both multilaterally and bilaterally, by the Danish Red Cross, DFID, the Norwegian Red Cross, who have been one of Lebanese Red Cross's most consistent supporters, and the International Committee of the Red Cross (ICRC). The Lebanese government remains a main financial contributor to the National Society, in particular with regard to the running of the Emergency Medical Services and other activities. During the 2006 conflict, several additional sister National Societies supported Lebanese Red Cross.

Current context

Two extreme polar developments dominated the Lebanese context in 2006, and are still having an effect to date. During the first six months of the year, a national dialogue between the different political parties to define a common agreement on disarming militias and securing the borders with Syria was initiated. These efforts were destabilised in the second half of the year when the country entered once again into a volatile political, economical and social situation, to a large extent brought to the forefront by the 34 day conflict between Hezbollah and Israel in the summer. The conflict resulted in the death of 1,187 people and displacement of around one million people as well as severely damaging the country's fragile infrastructure.

This was followed by an increased division between the Lebanese Government and the opposition coalition. By the end of 2006, the institutional bodies of the Republic were no longer functioning with the President maintaining all Government decisions as unconstitutional and the Speaker of the Parliament refusing to open Parliament for sessions. As a result, the country remains paralysed with not even an approved budget for state expenditure.

In order to respond to the conflict and this ongoing instability, the newly elected board of the Lebanese Red Cross, through an emergency meeting, defined its priorities to respond to the needs of the conflict affected population. With the support of the Federation and the ICRC, the Lebanese Red Cross established a Movement coordination centre and activated its network of over 5,000 trained volunteers on 24 hour alert. Lebanese Red Cross priorities shifted from organisational development towards ensuring their capacity in curative health (Emergency Medical Services (EMS), clinics and dispensaries and blood banks) and disaster response (evacuation, relief distribution and shelter management) in the immediate conflict and post-conflict period. Currently, activities are once again focusing on strategy, planning and prioritisation processes while increased emergency preparedness is maintained. In line with this, the Federation increased and has maintained its capacity to ensure adequate support to the Lebanese Red Cross in particular in the programme areas of psychological support, logistics, organizational development and coordination.

Cooperation between the main Movement partners has been positive, with the ICRC as the lead agency for the Red Cross/Red Crescent Movement during the conflict. A tripartite Memorandum of Understanding (MoU) was in the process of being developed to define the post-conflict coordination roles and responsibilities.

Progress towards objectives

Disaster Management

Objective: The Lebanese Red Cross position as the key humanitarian actor in disaster management is reinforced through effective disaster response, preparedness and mitigation aimed at preventing and alleviating the suffering of vulnerable communities.

As a result of the conflict, the Lebanese Red Cross renewed part of its ambulance fleet based on an assessment which provided a baseline for a five year strategy for the Lebanese Red Cross EMS department. The different Movement components supported the Lebanese Red Cross in this activity and several new ambulances were donated. The majority, if not all the achievements under disaster management (DM), have been funded by the Middle East Crisis Emergency appeal.

As a result of the conflict the number of Red Cross and Red Crescent actors active in Lebanon increased significantly. However, many arrived without notifying other Movement partners in Lebanon beforehand. This lack of a coordination mechanism at the beginning resulted in some activities being implemented without the knowledge of the Lebanese Red Cross. In order to address this issue, a coordination centre and DM committee was established by the Lebanese Red Cross, supported by the Federation and the ICRC. Regular meetings were held and coordination improved although this should have been active at an earlier stage.

The vulnerability and capacity assessment (VCA) has stopped due to challenges within the team. The newly-established Planning Department is expected to work on developing a strategy for the Lebanese Red Cross and will thus decide on the appropriate assessment tools for this purpose.

Health and Care

Objective: To provide improved and sustainable community based health services by strengthening preventive health and care programmes and capacities with a focus on disease prevention and health promotion.

The HIV/AIDS youth to youth activities continued during the first half of 2006 focusing more on activities executed at the local level, which targeted and reached an increased number of youth in the communities at large. In addition, the Youth HIV/AIDS team, with the Federation support, undertook a review of the HIV/AIDS youth to youth programme in late 2006, which aimed at identifying areas for improvement in outreach activities.

Psychological Support Programme (PSP) saw 25 Lebanese Red Cross volunteers trained on basic PSP in the first half of the year. These volunteers were active during the conflict organizing psychological support activities for Internally Displaced Persons (IDPs), mainly focusing on women and children. As an additional consequence of the hostilities and due to increased needs, the Lebanese Red Cross, supported by the Federation, the Danish Red Cross and the French Red Cross, organized a workshop on debriefing techniques for 12 selected volunteers. These volunteers in turn organized debriefing sessions for the Lebanese Red Cross volunteers who worked on the front lines as well as for volunteers working with the IDPs. As a result of this experience, the Lebanese Red Cross along with the Federation will work in 2007 on recruiting and training volunteers from the community and will establish crisis cells to be better prepared for future crises.

The Lebanese Red Cross medico-social department launched an information campaign to increase the public awareness about avian influenza. The campaign consisted of distributing 50,000 posters to all 43 EMS and 48 Medico-Social centres throughout the country.

The environment and traffic safety programmes, implemented by the Lebanese Red Cross Youth Department, organized a training of trainers for new volunteers to be able to implement the newly developed plan of action for 2007.

Challenges/ Constraints:

- Several departments within the Lebanese Red Cross are working on HIV/AIDS activities without any proper communication and coordination. This is increasing unhealthy internal competition;
- The postponement of the VCA delayed the development of a preventive health strategy;
- Since all volunteers in the PSP programme were at the same time volunteers in other operations during the July-August conflict, the programme's activities took longer to start.

Organizational Development

Objective: A well functioning and adequately resourced Lebanese Red Cross Society with sufficient governance and management capacity to ensure focused and responsive programmes addressing the needs of the most vulnerable people in Lebanon.

For the first time since 1975, the Lebanese Red Cross held elections which allowed for a new organisational structure to reflect an improved representation of the National Society's volunteer base in the governance structure. Some 85% of the elected members are new to the central committee. The impact of a legally elected governing board has generated increased credibility of the National Society towards its partners in Lebanon and in the international arena. Furthermore, as 85% of the elected members to the central committee are new to this function, there is an added momentum in the National Society to address structural weaknesses and improve impact of activities. This is reflected in the establishment of two new key departments covering planning and development and internal affairs. The Central Committee additionally elected the Internal Affairs Committee to initiate work on the legal base revision.

In addition to supporting the election process, the Federation organised two governance and management training sessions for the new members of the General Assembly, Central Committee and Executive Committee.

In order to ensure an improved information flow and assist in a more integrated approach to information management, an internal network with new computers and internet access was established in the Lebanese Red Cross headquarters.

Challenges/ Constraints:

- Resistance from the old Central Committee and the General Assembly members caused delays in the election process which was finally accomplished in the last quarter this year;
- The limited change in the members of the local branch committees may delay the change process at the organizational level.
- The lack of differentiation between governance and management is still prevalent and continues to undermine credibility.

Humanitarian Values

Objective: Further develop the Lebanese Red Cross capacity to advocate for the respect of human dignity, promote tolerance and reduce stigma among marginalized groups in Lebanon.

The Lebanese Red Cross produced four issues of its quarterly newsletter (5,000 copies each) with the support of the Federation and the ICRC. The Federation supported the Lebanese Red Cross publish in English, in addition to Arabic, the third issue which covered the Lebanese Red Cross response to the hostilities.

Awareness sessions to decrease stigma and discrimination against marginalized people (drug addicts, homosexuals and people living with HIV/AIDS) were organized by the youth volunteers throughout the year.

The situation of inmates in prisons and reformatories has been improved through the rehabilitation, educational, recreational and health activities organized by the Lebanese Red Cross.

A humanitarian values and Fundamental Principles plan of action has been developed; expected to be launched in 2007.

Challenges/ Constraints:

- The summer hostilities have caused new vulnerabilities, changed the priorities of the Lebanese Red Cross and shifted the focus towards disaster response;
- The nature of the conflict showed the great need to proceed with the implementation of the plan developed to promote peace, tolerance, and respect for diversity.

Working in partnership

During the summer hostilities several Red Cross/Red Crescent National Societies assisted in covering the needs of the displaced as well as initiate reconstruction and rehabilitation activities. As the situation was unexpected, coordination and cooperation activities needed to be adjusted relatively rapidly to cover the increased presence of National Societies as well as the increased activities of the Federation and the ICRC. Coordination is still a priority for the Federation at this stage since many Red Cross and Red Crescent Societies are working in the field and at times efforts have overlapped. This issue is addressed more in depth in the emergency appeal reports.

Cooperation with the ICRC has, since the outbreak of the conflict, focused on ensuring complimentary activities with regards to capacity building support to the Lebanese Red Cross. In particular, a tripartite cooperation agreement has been signed between the Lebanese Red Cross, ICRC and the Federation to support the development of the Lebanese Red Cross logistics department.

Under the Federation annual appeal, the principal partners remained constant to previous years and included the Norwegian Red Cross, the Danish Red Cross and DFID.

The Norwegian Red Cross has been for many years the main donor to the Federation operations in Lebanon as well as running bilateral programmes with the Lebanese Red Cross. For both modes of cooperation, Norwegian Red Cross has coordinated almost all its interventions with the Federation Delegation in Lebanon. Several delegations visited the Lebanese Red Cross and the Federation.

For the Danish Red Cross support, the plans of actions supported jointly by the Danish Red Cross and the Federation were developed by the Lebanese Red Cross with technical support from both. When it came to the implementation, some programmes were postponed due to the conflict while others were implemented with the support of the Federation.

The Federation further assisted where required in facilitating contact between the National Society and other international actors, in particular with representatives in Lebanon for the Global Programme for Road Safety.

Contributing to longer-term impact

The four programmes presented above detailed Lebanese Red Cross's contribution to the International Federation's Global Agenda within Lebanon. The ambulance assessment and the ongoing focus on disaster response allowed for the rapid launch of the emergency appeal and prompt support of the Lebanese Red Cross to many vulnerable communities. Lebanese Red Cross is also one of the few actors in Lebanon working on reducing discrimination towards marginalized people in the community with its activities targeting drugs addicts, people living with HIV/AIDS, homosexuals and prisoners.

Despite this, the Lebanese Red Cross and Federation delegations in Beirut and Amman have still to scale up activities to address some components of the framework of action, particularly with regard to improving planning, performance and accountability, and the new operating model (including operational alliances). One initial challenge is to strengthen the overall understanding of the National Society leadership regarding the key concepts and opportunities within the Federation of the Future.

When it comes to quality according to the Sphere standards, the Middle East office in Amman organized a training of trainers and three volunteers from the three Lebanese Red Cross operational departments participated. Follow-up is required in 2007 to ensure proper implementation and institutionalisation of this knowledge in future crises.

Looking Ahead

The Federation needs to support the Lebanese Red Cross to maintain its commitment to institutional capacity building and consequent improvement in programming to support those most in need. The National Society has indicated its desire to keep aligning its programmes in accordance with Strategy 2010 and the Global Agenda. This is a difficult task in 'normal' circumstances, but with the ongoing volatile situation in the country, which retains the possibility of further deterioration into more conflict, the challenge for Lebanese Red Cross and its partners is large.

Despite this, the priorities for 2007 are to: develop and implement a Lebanese Red Cross disaster management plan, start the process of the legal base revision, support the new Planning and Development Department and its efforts to develop a National Society strategy and support Lebanese Red Cross external communications, including the development of a website. Within Health and Care, focus will remain on PSP, HIV/AIDS and community based first aid (CBFA) activities, while support will

be provided to the Lebanese Red Cross in its efforts to promote traffic safety.

Accordingly, the 2008-2009 plans will focus on: disseminating the Lebanese Red Cross strategy, disseminating the new statutes (if adopted), preparing for elections due in 2009 according to the new statutes, dissemination and practice of humanitarian values and the Movement's Fundamental Principles. In Health and Care in addition, focus will remain in PSP, HIV/AIDS and CBFA.

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International Federation of Red Cross and Red Crescent Societies

MAALB001 - LEBANON

Annual Report 2006

Selected Parameters	
Reporting Timeframe	2006/1-2006/12
Budget Timeframe	2006/1-2007/12
Appeal	MAALb001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
A. Budget	322,299	162,861	201,070	896,113	0	1,582,343
B. Opening Balance	40,965	4,600	0	35,332	0	80,897
Income						
<u>Cash contributions</u>						
<i>British Red Cross</i>	0			0		0
<i>DFID Partnership</i>	25,943			16,464		42,407
<i>Norwegian Red Cross</i>	89,418	38,520	55,726	204,629		388,293
C1. Cash contributions	115,361	38,520	55,726	221,093		430,700
<u>Inkind Personnel</u>						
<i>Norwegian Red Cross</i>				49,600		49,600
C5. Inkind Personnel				49,600		49,600
C. Total Income = SUM(C1..C6)	115,361	38,520	55,726	270,693	0	480,300
D. Total Funding = B + C	156,326	43,119	55,726	306,026	0	561,197

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance	40,965	4,600	0	35,332	0	80,897
C. Income	115,361	38,520	55,726	270,693	0	480,300
E. Expenditure	-119,973	-35,587	-32,105	-295,676		-483,341
F. Closing Balance = (B + C + E)	36,352	7,533	23,621	10,349	0	77,855

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III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A		B					A - B	
BUDGET (C)		322,299	162,861	201,070	896,113	0	1,582,343	
Supplies								
Construction Materials	22,000							22,000
Medical & First Aid	8,000							8,000
Total Supplies	30,000							30,000
Land, vehicles & equipment								
Computers & Telecom	30,500	13,431		4,313			17,744	12,756
Office/Household Furniture & Equipm.	11,000				5,895		5,895	5,105
Others Machinery & Equipment	20,000							20,000
Total Land, vehicles & equipment	61,500	13,431		4,313	5,895		23,638	37,862
Transport & Storage								
Storage					57		57	-57
Distribution & Monitoring					1,690		1,690	-1,690
Transport & Vehicle Costs	66,720	1,076			44,281		45,357	21,363
Total Transport & Storage	66,720	1,076			46,027		47,103	19,617
Personnel Expenditures								
Delegates Payroll					210		210	-210
Delegate Benefits	74,600		387		63,728		64,115	10,485
Regionally Deployed Staff					296		296	-296
National Staff	229,101	21,580	7,012		33,854		62,446	166,655
National Society Staff		2,225	2,017		429		4,671	-4,671
Consultants	20,250		2,112		1,071		3,184	17,066
Total Personnel Expenditures	323,951	23,806	11,528		99,588		134,922	189,029
Workshops & Training								
Workshops & Training	214,400	9,852		2,767	17,878		30,498	183,902
Total Workshops & Training	214,400	9,852		2,767	17,878		30,498	183,902
General Expenditure								
Travel	40,000	1,783	-267		13,343		14,859	25,141
Information & Public Relation	58,000	3,745	1,650	1,000	3,333		9,728	48,272
Office Costs	55,800	1,438	-282		10,394		11,550	44,250
Communications	56,520	503	214		34,556		35,273	21,247
Professional Fees	14,000				7,007		7,007	6,993
Financial Charges		-2,496	1,789	0	2,825		2,118	-2,118
Other General Expenses		65			2,251		2,316	-2,316
Total General Expenditure	224,320	5,038	3,104	1,000	73,709		82,852	141,468
Federation Contributions & Transfers								
Cash Transfers National Societies	558,600	58,972	18,641	21,938	33,570		133,120	425,480
Total Federation Contributions & Tr	558,600	58,972	18,641	21,938	33,570		133,120	425,480
Program Support								
Program Support	102,852	7,798	2,313	2,087	19,009		31,208	71,645
Total Program Support	102,852	7,798	2,313	2,087	19,009		31,208	71,645
TOTAL EXPENDITURE (D)	1,582,343	119,973	35,587	32,105	295,676		483,341	1,099,002
VARIANCE (C - D)		202,326	127,274	168,965	600,437		1,099,002	