

Annual report

 International Federation
of Red Cross and Red Crescent Societies

Lebanon

MAALB001

26 April 2010

This report covers the period 01 January 2009 to 31 December 2009.



Hygiene awareness activities have been conducted for children in Hermel as part of the community based health and first aid programme. **International Federation.**

In brief

Programme outcome: The overall priority of the Lebanese Red Cross (Lebanese RC) is to continue the implementation of institutional changes; to strengthen quality performance of first aid and ambulance services; to continue assistance through the primary health care and social centres; to strengthen the volunteer base through the youth as the future capital of the National Society and to ensure quality performance of the services performed through the blood banks.

Programmes summary: The implementation of the programmes during the second half of the year was affected by the parliamentary election as well as the election that took place at the Lebanese RC in June and July. Some of the programmes had to be postponed until the election was completed and the new local committees and the central committee were in place. The main focus of the International Federation in Lebanon in 2009 has been on building up the capacity of the National Society through sustainable systems and programmes to be able to sustain its development as well as the capacity of key personnel for them to follow up the improvement of the Lebanese RC. The national headquarters has been the target in 2008 and 2009 before moving the focus to local branches.

Throughout the second half of the year, Lebanese RC maintained a high level of emergency preparedness and response capacity while ensuring the momentum of institutional change. The new strategy adopted in December 2008 and the revision process of the statutes have proved the willingness to address the role and responsibility of the National Society within the four core areas.

The adoption of a three-year community based disaster risk reduction (CBDRR) programme in Lebanon has been one of the most important decisions during the second half of the year. A CBDRR

officer has been employed and a national CBDRR steering committee has been appointed. A concept paper has also been developed and approved by the steering committee.

The main impact of the International Federation support to Lebanese RC is the fact that the National Society has improved its capacity. The National Society has approved and implemented basic statutes and internal regulations and the National Society's headquarters' ability to plan, monitor and report their programmes have been strongly improved.

Financial situation: The total 2009 budget is 701,369 (USD 647,083 or EUR 460,379), of which CHF 593,784 (85 per cent) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was CHF 584,777 (83 per cent) of the budget.

The initial appeal budget was revised based on implementation rates and donor response. Only two donors - Norwegian and American Red Cross - have supported the Lebanon Plan in 2009.

[Click here to go directly to the financial report.](#)

No. of people we have reached: Through the support to disaster management (emergency medical services) and health and care (including activities of blood and medico-social departments), the National Society covered 101,545 first aid missions during the second half of the year. The total missions for 2009 were 196,883.

During the second half of the year, Lebanese RC provided 17,436 medical consultations (10,799 female and 6,637 male), amounting to a total of 39,885 consultations in 2009. The blood bank delivered 7,756 blood units during the second half of the year and a total of 16,140 units in 2009.

For the activities related specifically to HIV and AIDS, including both prevention and stigma and discrimination, Lebanese RC targeted 7,100 youth in a public campaign and through a specific AIDS rally.

The prison programme carried out by the youth covered approximately 1,100 people through its activities in 2009.

In addition, capacity building activities were conducted targeting headquarters and branch staff of the logistics, finance, IT, blood bank, medico-social, youth, internal affairs and planning departments.

Our partners: In 2009, the International Federation Plan for Lebanon has been supported only by two donors. The Norwegian Red Cross is still the main donor. American Red Cross has been supporting the CBDRR programme. Lebanese RC has few but stable partners. Bilateral support has been given by Belgium Red Cross and the Swiss Agency for Development and Cooperation (SDC).

Context

Lebanon is one of the most complex states in the Middle East. Despite its small size and population, its diversity baffles policy makers. The sectarian differences have been at the base of violent clashes over the past few years, fuelled by deep political divisions regarding representation of factional groups within the political system, which seem to ignore changing demographic realities.

The parliamentary election in June was for the first time organised in one day only, and was executed in a peaceful and calm way. All groups accepted the result of the election, and even if it took four months to establish a new government, the election process was a success for Lebanon. Even so, continuous security incidents were reported linked to ongoing underlying tensions particularly in the north of the country as well as within the Palestinian camps.

It is a new hope in Lebanon that the results of the parliamentary election will create the foundation for more positive investments in the country, in particular linked to tourism, increased construction, trade

and finance. The situation could be short-lived if the different fractions can't agree in building a sustainable government respected by all political groups in the country.

As elsewhere around the region, the Lebanese economy faced rising fuel and general consumer prices which, with little increase in basic salaries, have affected middle to lower income families. While the country was not as severely affected as some of its regional neighbours, there were increasing concerns for the most vulnerable in the suburbs of large towns and in rural and remote areas.

A deterioration in the situation in the country resulted in the Lebanese RC having to consolidate the need to maintain a high level of emergency preparedness while ensuring the momentum of institutional change as well as addressing new vulnerabilities. The National Society organised its election at community level as well as at national level in July, and due to this election many programmes were postponed until new local Red Cross committees as well as the central committee were elected. The central committee elected a new executive committee in August, and the president and the vice president were re-elected for three more years.

The parliamentary election as well as the Red Cross election had an important impact on the Lebanese RC activities in July and August. Many activities except for the day-to-day activities for emergency medical services (EMS) and the medico social centres were delayed or postponed.

Progress towards outcomes

Disaster Management

Outcomes

- The ability to predict and plan for disasters to mitigate their impact on vulnerable communities, and respond to and effectively cope with their consequences is increased.
- The capacity of the Lebanese RC to respond to disasters is increased through the creation of coordination mechanisms at regional and local level.
- Capacity and skilled human resources and materials for effective disaster management are improved.
- Self-reliance of individuals and communities to reduce their vulnerabilities to public health in emergencies and disasters is improved.
- Disaster response assistance to meet the needs of those people affected by disasters is improved.

Achievements

In line with the new strategy for Lebanese RC approved in December 2008, and as a part of the process to have a more integrated approach within the National Society towards disaster management, the disaster management committee developed a plan of action for 2009 including the roles and responsibilities of the operational departments at the headquarters as well as at the local branch (committee) levels. It identified specific objectives in terms of building the capacity and assuring the national role of the Lebanese RC in man-made as well as natural disasters.

A CBDRR plan for three years has been developed and approved by the disaster management steering committee. A national CBDRR committee has been appointed by the disaster management steering committee, and a CBDRR officer has been employed to coordinate this programme.

A response plan is developed engaging the following operational departments through the setting of a disaster management committee consisting of EMS, medico-social, youth, blood bank and logistics departments.

Lebanese RC has finalized the implementation of standard logistics operating procedures at the headquarters level.

To further develop the much elaborated security system for the EMS, a standard security package has been developed and has been disseminated to all operational departments.

Necessary tools have been identified to enhance the response during disasters to prevent and alleviate the suffering of affected communities. A disaster management training module has been identified and 50 disaster management coordinators were trained in the identified modules. The construction of a disaster management office has been finalized and it will be the operation centre in case of emergency operations.

Leadership and language trainings have been conducted for leaders and staff in EMS and the logistics department.

A three-year search and rescue plan has been developed and approved by the disaster management committee. A search and rescue steering committee has been appointed including two members from the Norwegian Red Cross and one member from the International Federation.

The plans of action of the Lebanese RC departments developed for 2009 in line with the project agreements have been finalised as per the funding situation. Some activities had to be cancelled due to the lack of funding. The tripartite agreement signed in April 2009 between Lebanese RC, the International Federation and the International Committee of the Red Cross (ICRC) regarding the logistics capacity development has been a good instrument for the implementation of the logistics plans. Standard logistics procedures have been approved by the executive committee to be followed by all departments at the headquarters. The local branches will be trained and encouraged to follow the same procedures. Financial and technical support to the logistics department in the core areas of warehousing, procurement and fleet management has continued to be given. Financial support was provided to maintain the current warehouse until a permanent solution can be found, while technical support was provided in assuring the continuation of the procurement and fleet management systems.

As a part of the ongoing logistics development activities, a data base for logistics called "KOMPASS" was purchased as a tool for Lebanese RC to be used for mapping suppliers of all kind of services that might be needed.

The main impact of the disaster management support to Lebanese RC in 2009 has been a stronger national headquarters with better systems and procedures to support the local committees. The leaders and staff members of EMS and logistics departments have increased their leadership competencies and will be able to give better and more sustainable support to local communities. The new disaster management committee has improved its ability to predict and plan for disasters to mitigate their impact on vulnerable communities, and respond to and effectively cope with their consequences.

Constraints or Challenges

One of the constraints is the fact that Lebanese RC has no disaster management department. Disaster management programmes are divided between six operational departments. Having said that, the cooperation and communication between these six departments have improved after the establishment of a disaster management committee and a disaster management steering committee. The disaster management steering committee consist of the directors of the six operational departments at the national headquarters. With a highly fractional structure to the National Society, as well as very autonomous local committees, the main challenge for the disaster management steering committee is to centralise the disaster preparedness and response functions and ensure that all are represented with their respective roles and responsibilities within any response plan. The operational departments still need to see themselves as part of the disaster management structure at national level.

Furthermore, the technical skills still vary significantly between the departments. This is being addressed through capacity building activities.

Another big constraint has been the internal election in Lebanese RC. Due to this election, there was a period of two months with lack of decisions and delay in implementation of programmes until local committees, the central committee and the executive committee were elected.

The lack of support to the International Federation's disaster management programme has been another challenge. The Norwegian and the American Red Cross have been the only donors, and the implementation of the CBDRR programme had to be postponed to September due to the lack of funding. New donors need to be in place to plan and implement a three-year CBDRR programme.

Health and Care

Outcomes

- Vulnerability to HIV and its impact is reduced through preventing further infection.
- Vulnerability of the community to unstable supply of blood units is decreased.
- Healthy communities able to cope with health and disaster challenges achieved through community based integrated health and first aid activities are increased.
- Access to curative and preventive health services is improved in the target area.
- Access of people to social and mental health services is increased in order to reduce mental health morbidity, disability and social problems.

Achievements

The HIV/AIDS youth project has focused in 2009 on working with youth on behavioural change. It moved from the traditional trainings and awareness sessions to organising activities with the youth aiming at improving their skills and reducing their negative attitudes toward using condoms and toward people living with HIV/AIDS. In this context, the youth department of Lebanese RC has organised a third rally paper and two global campaigns in the second half of 2009. The first campaign aimed at breaking the taboo of condom purchase in the rural areas in Lebanon through installing condom stands in all pharmacies including interactive information on condom use. The second was a media campaign and was launched during the world AIDS day. The campaign focused on fighting the stigmatization of people living with AIDS. 7,100 people have been reached by the HIV/AIDS campaigns.

In the first half of the year, the International Federation has supported the blood bank of the Lebanese RC to produce a TV spot promoting voluntary blood donation. In the second half of 2009, the blood banks organized many campaigns in hotels and big companies to recruit blood donors in addition to its normal service in the nine blood banks. In total, 16,140 blood units were delivered to people in need in 2009.

After approving a new health strategy for 2009-2011 focusing on preventive health through community based programme and the recruitment of volunteers, the medico-social department of the Lebanese RC started two pilot community based health and first aid (CBHFA) projects in Hermel (Bekaa) and Kafra (South Lebanon) with the technical and the financial support of the International Federation in Lebanon.

The projects focused on involving the community in all the phases of the projects including planning, implementation, and evaluation. For this purpose, a community leaders committee was established for each project involving mayors, teachers, seniors, women and young representatives from the community. 53 community volunteers were recruited and trained on the new CBHFA manual and as a result have implemented the following activities:

| Activity | People reached |
|--|--------------------|
| In Hermel | |
| First aid training (16 hours) | 85 male and female |
| Health education sessions covering thalassemia, sexually transmitted infections, and infectious diseases | 56 male and female |

| | |
|--|--|
| Psychosocial support and hygiene awareness | 200 children |
| Hygiene promotion day | 100 children |
| Scholar health | 765 students from 16 public schools |
| Health education for students and parents | 310 students, 50 parents in eight public schools |
| In Kafra | |
| First aid training (16 hours) | 16 male and female |
| Psychosocial activity | 435 children from three villages |

The reproductive health was one of the priorities of the medico-social department in 2009 and the main purpose was to improve the quality of the service in the areas where the Red Cross capacities and community needs exist. As mentioned in the programme update for the first half of 2009, five centres were selected to be specialised in reproductive health service. The health workers/mid wives were trained on the standard quality of the service based on the updated protocols of the Ministry of Health. Another training was organized on counselling skills for the same group. After the training, the reproductive health focal point, with the support of the International Federation, visited the centres and undertook a deep quality assessment of the services provided. Peer coaching sessions were afterwards organized in order to monitor and improve the quality of the service. A total number of 5,937 women have received reproductive health services in 2009.

The daily economic and social problems faced by the community in addition to the cumulative stress after the July war are the main causes of the psycho-social problems of the vulnerable communities in Lebanon. After more than a year of challenges, the psychosocial support program in the Lebanese RC was revitalized through recruitment and training of 18 new trainers with the technical and the financial support of the International Federation. The new trainers started facilitating stress management and debriefing sessions for the National Society staff and volunteers (71 beneficiaries). A total number of 39,885 people have been reached by the Lebanese RC health and care activities in 2009 (24,966 female and 14,919 male).

Constraints or Challenges

The CBHFA project started in the National Society before the International Federation finalised the new CBHFA manual and before the first master facilitators training was done. This led to the need to readjust and repeat the assessment that was previously done by the National Society which caused some confusion and delay in the project. After the master facilitator training was done in November, the National Society facilitators used the new package to train the volunteers of the programme.

Despite the tools, two main challenges faced the CBHFA projects in the Lebanese RC. One of them was the lack of experience of the health department in dealing with volunteers. They have recognized the importance of recruiting and using volunteers but still underestimated the level of responsibility they can take. The second challenge was to focus on the activities designed to respond to the community health and social needs. It was agreed that in 2010, at least two main micro projects will be developed as part of the CBHFA in every region. This will facilitate the shifting from health education sessions to more behavioural change approach in dealing with health problems.

The psycho-social support programme has endured a number of challenges since mid 2008, the main challenge being the loss of most of the qualified volunteers working in the programme. In 2009, the management of the programme was moved to the medico-social department which improved the integration of the programme in the other health activities such as CBHFA and reproductive health. The project was kicked off in the second half with one expected challenge in the communication between the staff and volunteers due to the nature of the programme as an inter-departmental programme involving staff and volunteers from medico-social, EMS and youth. The number of Lebanese RC volunteers trained in PSP techniques was 71 and the number of new volunteers able to provide debriefing and stress management sessions were 11.

Organisational Development and Capacity Building

Outcomes

- The National Society has approved and implemented basic statutes and internal regulations in order to develop and implement strategies to ensure good performance and accountability.
- New financial and human resources systems and procedures are effectively applied.
- Systems to manage and deliver programmes at grassroots level are improved as per a structural adjustment in the youth department.
- Efficient membership and volunteer management systems are in place.
- The implementation capacity of the youth centres is strengthened resulting in improved delivery of services to beneficiaries.
- The National Society is able to analyse community needs and adapt its strategy accordingly.
- Headquarters staff and branch level programme leaders are able to develop, run, improve and report on programmes and projects.

Achievements

The internal affairs department held two governance meetings for all the local committees of the National Society, where participants discussed the legal status of the Lebanese RC and did a strengths, weaknesses, opportunities, and threats (SWOT) analysis in order to identify the weaknesses and the strengths of local committees in the different regions.

The department has as well succeeded in preparing and implementing the elections at all levels of the National Society. From June to September 2009, Lebanese RC has processed the election of the local branches' boards, members of the General Assembly, and members of the central committee in addition to representatives of the youth and EMS in the local branches boards, General Assembly and central committee. The process ended with the appointment of the president and the vice president of the National Society.

The new elected members of the central committee attended a one day session on governance and management directly after the election to explain and clarify the roles and responsibilities of each body of the National Society as well as the separation between the governance and the management.

The annual General Assembly of the National Society was organised in December 2009 gathering all newly elected General Assembly members, representatives of the different branches and departments. During the meeting, the members discussed the budget and approved the strategy of the National Society for the coming year, as well as the financial auditor's report for 2008.

Being responsible for the membership of the National Society, the internal affairs department is developing a new membership software with the support of the International Federation. The software will assist the department to electronically organise the members and the volunteers' profiles and history in the National Society, issue the identity card of the membership as well as help better in managing the next election in terms of people eligible for running for the election and voting. The software will also help the management to maximise the use of available human resources and better map and know the volunteers and the members of the National Society.

Finally the department has worked with the International Federation representation in Beirut and the zone office to translate the "branch development game" into Arabic. The game was tested for the first time in Middle East and North Africa (MENA) during two workshops organized by the Lebanese RC for the local committees.

After the approval of the youth strategy in the beginning of 2008, a follow-up on activating and promoting the new strategy was conducted. The youth held different training sessions where they explained and shared challenges and resolutions on their strategy. The main objective was to share the centres' concerns as well empowering the ownership of the strategy.

The youth department has organised a training session for the trainers of the training committee on communication. The training committee in the youth department is responsible for training all the volunteers in the youth department. They have been doing the same task for many years, and now it was the time for updating their information and making their skills more professional. A local training company was contracted to develop a package on communications which was given to the trainers. After this training of trainers, the trainers went out to the centres and started training the volunteers.

The finance department, with the technical and financial support of the International Federation, has finalized in 2009 the implementation of the new finance software and put in action the new finance procedures established a year before. The new software which includes a separate payroll module has created a huge impact in improving the performance of the finance department especially in terms of tracking earmarked donations and donor reporting.

During 2009, the planning department, with the technical and financial support of the International Federation, has focused on completing the capacity building of the headquarters staff on planning, monitoring, evaluation and reporting (PMER) and initiating the discussion with the branches on their participation in the coming strategic planning process as well as assessing the needs of their areas and setting their plans. Two workshops were organized for this purpose - one on monitoring and evaluation including 25 staff and volunteers and another on reporting with an additional 25 participants. In addition, 56 branches responsible and branch planning representatives were gathered in a meeting in December to discuss a common way of planning forward as well as the planning for their capacity building and knowledge sharing.

One of the main impacts of the organisational development support to Lebanese RC has been the effective application of the new finance system and procedures. The new finance software has improved the finance system of the National Society. A more efficient membership and volunteer management system is in place. The planning and reporting skills for the national headquarters have been improved to meet the future needs of a humanitarian organisation.

Constraints or Challenges

During the reporting period, a number of challenges were faced with regards to the organisational development projects. The governmental election process that started in May resulted in a very slow implementation in the National Society especially in the activities related to organisational development.

The elections of the National Society that started in June and remained till September affected the cancellation of most of the activities in July and August and until all the National Society bodies were elected. The discussion process of the new Lebanese RC statutes was planned to continue by meeting the central committee but was not achieved, mainly because most of the governance decided to keep this issue to be discussed with the new elected members. In the meantime, the youth department decided not to apply any structural amendments.

The internal affairs data base was not all the time able to gather all the representatives of the volunteers to comment on the development on the module, which made the improvement slow. The finance development project, the fixed assets count and the membership database were all delayed due to decision making and lack of human resources who were busy preparing for the election.

Principles and Values

Outcomes

- Knowledge, understanding and application of the fundamental principles and humanitarian values (including non-discrimination, non-violence, tolerance and respect for diversity) within the Red Cross/Red Crescent is enhanced.
- The community or target population is sensitized to humanitarian values and is changing behaviour.
- Vulnerable communities are empowered with enhanced ability to combat discrimination, intolerance and violence.

Achievements

The biggest achievement under the Principles and Values programme was the celebration of the “Our World Your Move Campaign”. In Lebanon, the movement launched a campaign on the 8th of May during a press conference at the National Society headquarters. The Solferino bus, decorated with the seven Fundamental Principles and the logos of the three Movement components, toured most of Lebanon and was received by the local branches of the Lebanese RC. The local branches organised many activities and celebrations such as plays, kermes for children, first aid manoeuvres, distribution of flyers, etc. in order to promote the campaign and the Fundamental Principles especially in the remote areas. The bus arrangement went on for four months until September.

The “Our World at War” exhibition occurred also as part of the “Our World Your Move” Campaign. ICRC sent five award winning photographers to eight conflict affected countries (Afghanistan, Colombia, Democratic Republic of Congo, Georgia, Haiti, Lebanon, Liberia and the Philippines) to examine up-close the suffering caused by war and violence. The stories of the people they met and photographed focused on the impact of displacement, families separated by war and sexual violence as well as on those individuals working to alleviate the suffering. The exhibition was moved with the bus to all the Lebanese cities.

The humanity song, which was composed by a famous Lebanese musician Ihsan El Mounzer was launched on the 8th of May and broadcasted on all local radios during the period of the campaign.

Since the media and public relations department is the one responsible for all the marketing, the International Federation kept on supporting the webpage journalist in order to ensure a good image of the Lebanese RC in the Lebanese society. In cooperation with the ICRC and the Lebanese RC, the International Federation had a Movement stand in the hippodrome of Beirut for several days including presenting different movies about the Red Cross/Red Crescent (RC/RC) work around the globe disseminating the principles.

The youth volunteers visited different prisons in the country and provided the prisoners with handcraft’s material. The prisoners were able to start working on different handcrafts and hoping at a letter stage to sell it outside the prisons as an income. The prisons programme has recruited 40 new members for the programme, and held a training as introduction and induction about the activities and their implementation. In addition, they bought book shelves and books for one prison.

Finally, the public relations and communications department decided to fund the two issues of the newsletter that the International Federation used to fund which guaranteed the sustainability of this activity.

Constraints or Challenges

Due to the lack of funding, most of the planned Principles and Values activities were integrated in different activities of the National Society. The HIV/AIDS stigma and discrimination activities were mostly integrated in the HIV/AIDS awareness project of the youth. A unified training of peer educators was designed to include both awareness and stigma and discrimination sessions.

For the prisons project, only the psycho-social support component was taken further and integrated in the general psycho-social support project in the health programme. The youth department is working on mobilising financial resources for the prison project. In addition to the shortage of funds, the youth department has faced challenges when two of its main volunteers from the headquarters resigned (the supervisor and the coordinator of the prison programmes). It took the department several weeks to find a new coordinator for the project, which led to a long delay in the implementation especially in the second half of the year.

Belgium Red Cross started in 2009 a two-year Humanitarian Values programme. The target is to reach 103,000 youth all over the country. The head of the International Federation representation is working together with the head of ICRC members of the steering committee of the Belgium Red Cross project. The size of this project is huge and takes most of the capacity of the youth department and the different youth centres in Lebanon.

Working in partnership

Based on the three-year strategy for Lebanese RC, the close cooperation and coordination between the National Society, the ICRC and the International Federation has further developed during the second half of the year. The strength of the Lebanese RC is to permeate all levels of the Lebanese society. Its leadership has actively sought to engage with other actors although at all times maintaining a principled distance. The National Society is now represented in a newly established emergency response taskforce developed by the authorities in whom the roles and responsibilities of state and non-state actors have been identified.

Within the Movement, close coordination has been maintained between the Lebanese RC, the ICRC and the International Federation through joint meetings and open information exchange. A memorandum of understanding (MoU) between the three Movement partners signed in March 2009 has been a useful tool for this excellent cooperation. The heads of ICRC and the International Federation representations have regular meetings to discuss a common ground for the support to Lebanese RC.

Monthly movement coordination meetings are held with participating National Societies engaged in the short or longer term, either directly through the Lebanese RC or through the International Federation and/or ICRC. A partnership meeting was organised in October with the participation from 11 National Societies as well as participants from the ICRC and International Federation.

Partners operating in Lebanon, supporting either Lebanese RC and/or Palestine Red Crescent Society – Lebanon branch (Palestine RC-Lebanon) are as follows:

| Partner | Programme | Support to |
|--|--|---|
| Norwegian Red Cross | CBHFA | Bilateral Palestine RC-Lebanon |
| | Organisational development, health and disaster management | Multilateral Lebanese RC (International Federation) |
| American Red Cross | CBDRR | Multilateral Lebanese RC (International Federation) |
| Belgium Red Cross | CBHFA | Bilateral Palestine RC-Lebanon |
| | Humanitarian Values | Bilateral Lebanese RC |
| French Red Cross | Training EMS | Bilateral Lebanese RC |
| Swedish Red Cross | CBHFA | Bilateral Palestine RC-Lebanon |
| Netherlands Red Cross | Health programmes | Bilateral Palestine RC-Lebanon |
| Swiss Development and Cooperation Agency | Training EMS | Bilateral Lebanese RC |
| International Federation | Governance and general programme support | Lebanese RC |
| ICRC | Programme support | Lebanese RC and Palestine RC-Lebanon |

Contributing to longer-term impact

The programmes presented above details Lebanese RC's contribution to the International Federation's Global Agenda goals within Lebanon. Lebanese RC is one of the few actors in Lebanon with access to the entire country working on reducing discrimination towards marginalized people in the community.

The new strategy for the Lebanese RC has two main core areas - development and disaster management. This strategy will be the common platform for future development of the National Society as well as the roadmap for the National Society's priorities for the next years to come

A monitoring and evaluation mechanism has been developed and used during 2009 to ensure better management, learning and improvement in the programmes. Lesson learned from this mechanism will be used for the 2010 planning process.

The International Federation support to the capacity building of the National Society is built on coaching and close communication with all levels of the society. The ongoing commitment of the National Society to concentrate on its systems, structures and strategic direction at national and local levels aims to ensure a longer-term vision and approach to address the changing needs and vulnerabilities within the context. This can be seen through its initiative to create a development plan and drawing on resources from the International Federation and others, ultimately aiming for improved longer-term performance and accountability. The International Federation's contribution to longer-term impact can be seen in the way the capacity building support has been given in 2009 which has been to target the national headquarters in building up stronger systems and procedures. In 2010, the target will be to move this knowledge to local committees and branches.

A strategic process addressing its mandate, role, vulnerabilities and needs takes into account the fact that the National Society is the only organisation in the midst of a plethora of non-governmental organisations (NGOs), which can claim in Lebanon to transcend all political and confessional boundaries. The gender, religious and general diversity within its network of more than 6,000 volunteers promotes respect and tolerance within a highly politicised society. This is either achieved through its EMS teams or through the network of youth centres and medical dispensaries.

Looking ahead

Due to the increasing demand for services to the Lebanese population provided by the Lebanese RC, the International Federation needs to continue its support to the National Society in order to maintain its commitments to vulnerable people. The unclear funding situation for the International Federation's Plan will be a huge challenge in 2010.

The International Federation will continue to maintain an approach linked primarily to facilitate the ongoing strategic process of the National Society in terms of defining its role and responsibility as a key civil society organisation as well as maintaining and increasing the diversity of its current disaster management and health and care portfolios. The CBDRR programme will be given priority to improve self-reliance of individuals and communities to reduce their vulnerabilities to public health emergencies and disasters. One region will be selected for an integrated CBDRR pilot project in 2010.

The process of moving the medico-social department into a more preventive approach, CBHFA and reproductive health activities will be given priority in 2010. The CBHFA pilot projects, one in north and one in south, has been a great success and two new communities will be selected for 2010.

Security still remains as a risk factor not only in the implementation of longer-term programmes, but also for the volunteers in the field.

The population sincerely hopes that the peaceful situation after the parliamentary election in June will evolve and that they can continue to live in a stable country without civil strife and cross-border conflicts.

All Federation assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGO's\) in Disaster Relief](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is 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 IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

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