

ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

LEBANON

May 2002

This Annual Report is intended for reporting on the Federation's Annual Appeals only.

Appeal No. 01.67/2001

Appeal Target: CHF 1,474,479 (USD 900,000/ EUR 1m)

Operational Developments

During the year under review, the security situation in Lebanon was relatively calm. However, the political and economic outlook remained fragile, at both domestic and regional levels. The Lebanese parliament and government placed strong emphasis on reconciliation and on rebuilding the economy, as prerequisites for future stability. Nonetheless, key objectives such as a resumption in economic growth, have not yet been achieved.

Nearly two years after Israel withdrew its troops from southern Lebanon, the situation on the border between the two countries was still volatile.

The government maintained its stand on the right of Palestinian refugees in Lebanon to return to their homeland.

Disparities in income have become more widespread, and nearly 25 per cent of the population lived in absolute poverty. Over the year, the Lebanese Red Cross Society (LRCS) continued to play a significant and active role in assistance to the most vulnerable. Although external developments in 2001 did not have a direct impact on IFRC operations in the country, nevertheless only very limited resources were available for core areas such as coordination and management. Support for programme activities was relatively low, with an average coverage of only 40 per cent of the appeal target received.

Objectives, Achievements and Constraints

The main objective in 2001 was to assist the LRCS to strengthen its institutional capacity through the organizational development programme, to upgrade the national society's ambulance fleet in order to boost disaster preparedness capacity, to assist in the reorientation of health and care services and finally, to widen the youth and volunteer base.

In 2001 the main partnership objectives between IFRC and LRCS were:

- To maintain and strengthen the first aid and ambulance services;
- To reorient and consolidate the health care services within the local communities.

- w** To upgrade the organizational efficiency of the LRCS and help it to become a well-functioning national society.
- w** To further develop the youth and volunteer movement of the society, in quality, numbers and services delivered.

In order to reach these objectives, the Federation worked with available donor support in three main programme areas: the renewal programme of the ambulance fleet, organizational development and capacity building of youth and volunteers.

In this context the IFRC partnership was successful, particularly with regard to the OD programme, which was coordinated by an OD delegate during a one-year posting in Lebanon.

Health and Care

First Aid and Ambulance Service.

The main objective in 2001 was to provide the Lebanese Red Cross with new ambulances and enable volunteers to perform valuable life saving services for the Lebanese people.

Objective 1 *To maintain an upgraded vehicle fleet of 100 ambulances, through the renewal of 20 vehicles per year in order to develop the LRCS role as a provider of emergency medical services.*

Achievements

Six ambulances were equipped and upgraded, thanks to donor support from the Norwegian Red Cross. Funding for this objective was much less than the sum originally targeted in the appeal. It was expected that funds received would cover the renewal of 10, perhaps even 11 ambulances, but a significant rise in the prices of ambulances made this objective impossible to achieve. Price increases also led to a resumption of the international tender process to find the least expensive source for the procurement of additional ambulances. This delayed implementation of the project and pushed delivery dates to 2002, albeit for a wholly justifiable reason. Donor support covered only basic equipment and not international standards for fully equipped ambulances. Local LRCS branches and headquarters supported the additional costs, where possible.

Objective 2 *To enable the national society to gradually increase its fund-raising capacity for renewal of the ambulance fleet, and to improve the quality of services, resulting in increased public and governmental support.*

The 31 local branches varied in their ability to raise funds for the renewal of the ambulance fleet. Difficulties were especially apparent in 2001 when the cost of ambulance vehicles increased by a third of the original price. The national society carried out an evaluation and concluded that branches could cover 30 per cent of the cost of each ambulance. Headquarters assisted those branches which faced difficulties in raising the required 30 per cent, which was on average US\$ 11,000-12,000 per ambulance. Most branches managed to obtain the sums required and amply demonstrated their capacity for fund-raising beyond the aims of this particular project.

A parallel benefit of this cost sharing technique was increased public support for the branches.

Development and consolidation of medical and social services.

For the last four years there has been little donor interest in support for medical and social services in Lebanon. This programme has undergone a gradual shift towards preventive and community based projects, although most activities were still performed through 48 health centres and 10 mobile clinics which covered the entire country. New support strategies will be developed as part of the 2002 appeal.

The ICRC continued its support for health facilities in villages along the front line in south Lebanon and funds for the medical programme were also received through the IFRC emergency appeal (EA 15/2000), launched after the Israeli withdrawal in 2000.

Humanitarian Values

The main objective of this programme was to increase the involvement of youth members and volunteers in community development through the provision of their services and the dissemination of the fundamental principles of the Movement.

Although the Federation was only able to provide limited financial backing for this programme, the delegation nonetheless gave its support through its activities in organizational development. The OD delegate spent a significant amount of time on supporting and developing ideas within the youth movement of the LRCS. He visited most of the 28 youth clubs, gave lectures at local club gatherings, at universities, and distributed dissemination material, etc.

The modest financial support received was used to subsidise youth seminars, travel to leadership training events, camps and coverage of minor running costs of some of the youth clubs.

It is worth mentioning the strong bilateral relations that have developed between three districts of the Norwegian Red Cross and the LRCS, through twinning projects and the youth delegate exchange programme, on which two youth delegates from NorCross came to Lebanon in 2001. This is a four-year project which looks set to continue in the foreseeable future. The Federation coordinated youth activities within the bilateral programmes. During the period under review, the leadership of the national society placed more emphasis on youth activities.

Some objectives were only partially supported since the provision of funding was limited, and the IFRC contributed mainly with technical support. Nonetheless, a solid base was built for the upcoming appeal in which an increase in financial support is expected. This programme will however be developed separately in 2002, and will include first aid and volunteer cooperation between LRCS and the Palestine Red Crescent Society (PRCS) branch in Lebanon.

Organizational Development

The main objective of the OD programme in 2001 was to help the LRCS become a well functioning national society, by ensuring that its human, financial and material resources were used efficiently in order to achieve its humanitarian goals.

Objective 1 *To develop the institutional capacity of the LRCS to enable it to play an increasingly significant role in the provision of vital services for the most vulnerable.*

The presence of an OD delegate had a positive impact on the institutional development of the national society. Federation self evaluation tools, such as the capacity, assessment, and performance indicator (CAPI) were used to analyse the resources of the national society. This process led to a re-thinking of organizational structure and services, mainly brought about by the national society's leadership of its own accord, while the Federation assisted in implementing the changes made.

Objective 2 *To assist the national society in establishing a strategic development plan.*

As part of the OD programme, the first significant steps were taken by the national society's leadership to establish its objectives, policies and priorities. This constituted a solid platform upon which to base a long term development plan.

The national society has defined its institutional objectives as follows: to broaden its membership base, to hold elections in the local committees, to revise its statutes and to establish a General Assembly. The Federation's delegation assisted and advised on the changes that were begun to

implement this process, and considered it to be one of its most significant achievements in 2001, given the absence of organizational development in this particular field in the past.

Objective 3 To provide the LRCS with appropriate tools for vulnerability and capacity analyses.

Under the OD programme the LRCS was provided with comprehensive tools and guidance for this purpose.

Objective 4 *To involve the branches, volunteers and beneficiaries in the society's programme activities.*

With IFRC support one national and several local workshops were conducted. The topics covered at the workshops eventually became the basis for national society policies, objectives and priorities.

Regional Cooperation

There were no regional cooperation objectives in the appeal 2001. However, the LRCS participated in the HIV/AIDS and psychological support network in the region.

Coordination and Management

The country delegation's main objective was to facilitate the capacity building of the LRCS and that of the Palestine Red Crescent's branch in Lebanon, through programmes within disaster preparedness, disaster response, health and care, organizational and resource development and the promotion of humanitarian values - and to provide assistance and coordination within the region and on an international basis.

This objective was achieved through support given to the appeal (40 per cent) and contacts with potential supporters, facilitators, participating national societies and in three donor conferences in 2001. Nonetheless, it was still extremely difficult to raise donor interest in programmes aimed at alleviating the plight of vulnerable people in Lebanon, and the need for coordination and management of these programmes. The country delegation was pared down to just one expatriate and one field officer by the end of 2001, which was insufficient for the tremendous needs that existed in Lebanon. Without substantial support in the coming period, the delegation's existence has to be reconsidered or restructured.

Overall, 50 per cent of the country delegation's objectives were achieved in 2001, in implementation, financial coverage and programme support.

The country delegation, with support from the Secretariat's humanitarian advocacy department, has established links with UN agencies. Relations with ICRC were excellent and coordination meetings were held on a regular basis. The delegation also expanded its contacts with NGOs in the country.

Conclusions

In 2002, priority areas will be the ambulance renewal programme, the health programme, youth and volunteers, and organizational development. For health and ambulances (DP) projects, the delegation and the national society will try to obtain funding from sources in the Middle East North Africa region other than its traditional donors.

The future of the Federation's delegation in Lebanon depends entirely on the support of the donor community. Programme objectives for the country are necessarily ambitious, owing to the enormous needs of vulnerable groups. However, implementation of the objectives can only be achieved through exemplary coordination and management on the part of the delegation, which in turn relies on backing from its donors.

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All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For further information concerning Federation operations in this or other countries, please access the Federation web site at <http://www.ifrc.org>.

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INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

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Appeal No & title: 01.67/2001 Lebanon

Period: year 2001

Project(s): LB000, 012, 014, 401, 402, 503

Currency: CHF

I - CONSOLIDATED INCOME 2001, CASH, KIND, SERVICES

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Reallocations	Goods/Services	Personnel	
Appeal budget	1,474,479				
less					
Cash brought forward	-113,961				
TOTAL ASSISTANCE SOUGHT	1,588,440				
<u>Contributions from Donors</u>					
Austrian Red Cross (DNAT)	4,790				4,790
Donor - Unidentified (D000)	33,292				33,292
ECHO/Netherlands Red Cross (DHNNLC)	-228,375				-228,375
LEBANON ECHO VI Medical Ass. (DE10)	231,024				231,024
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Norwegian Govt.via Norwegian Red Cro	54,925				54,925
Norwegian Govt.via Norwegian Red Cro	103,193				103,193
Norwegian Govt.via Norwegian Red Cro	16,148				16,148
Norwegian Govt.via Norwegian Red Cro	18,778				18,778
Norwegian Govt.via Norwegian Red Cro	8,322				8,322
Norwegian Govt.via Norwegian Red Cro	19,000				19,000
Norwegian Govt.via Norwegian Red Cro	101,835				101,835
Norwegian Govt.via Norwegian Red Cro	8,213				8,213
Norwegian Govt.via Norwegian Red Cro	54,203				54,203
Norwegian Govt.via Norwegian Red Cro	18,750				18,750
Norwegian Govt.via Norwegian Red Cro	18,969				18,969
Norwegian Red Cross (DNNO)	4,688				4,688
Norwegian Red Cross (DNNO)	25,798				25,798
Norwegian Red Cross (DNNO)	25,459				25,459
Norwegian Red Cross (DNNO)	13,731				13,731
Norwegian Red Cross (DNNO)	4,742				4,742
Norwegian Red Cross (DNNO)	4,037				4,037
Norwegian Red Cross (DNNO)	2,081				2,081
Norwegian Red Cross (DNNO)	13,551				13,551
Norwegian Red Cross (DNNO)	4,695				4,695
Norwegian Red Cross (DNNO)	4,750				4,750
Norwegian Red Cross (DNNO)	2,053				2,053
Norway				114,825	114,825
TOTAL	797,026			114,825	911,851

II - Balance of funds

Opening balance	-113,961
CASH INCOME Rcv'd	797,026
CASH EXPENDITURE	-451,551

CASH BALANCE	231,514

Appeal No & title: 01.67/2001 Lebanon

Period: year 2001

Project(s): LB000, 012, 014, 401, 402, 503

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	Appeal Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction						
Clothing & Textiles						
Food/Seeds						
Water						
Medical & First Aid	42,560	56,075			56,075	-13,515
Teaching materials	22,000					22,000
Utensils & Tools		96			96	-96
Other relief supplies						
Sub-Total	64,560	56,171			56,171	8,389
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles	275,992					275,992
Computers & Telecom equip.	13,000	225			225	12,775
Medical equipment	176,440					176,440
Other capital expenditures	563	626			626	-63
Sub-Total	465,995	851			851	465,144
<u>TRANSPORT & STORAGE</u>	25,280	6,592			6,592	18,688
Sub-Total	25,280	6,592			6,592	18,688
<u>PERSONNEL</u>						
Personnel (delegates)	240,365	102,745		114,825	217,570	22,795
Personnel (local staff)	212,475	64,981			64,981	147,494
Training						
Sub-Total	452,840	167,726		114,825	282,551	170,289
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	35,600	6,102			6,102	29,498
Travel & related expenses	47,900	11,542			11,542	36,358
Information expenses	8,563	1,804			1,804	6,758
Administrative expenses	108,449	52,534			52,534	55,915
External workshops & Seminars	103,100					103,100
Sub-Total	303,612	71,982			71,982	231,630
<u>PROGRAMME SUPPORT</u>						
Programme management	99,424	24,553			24,553	74,871
Technical services	29,762	7,351			7,351	22,411
Professional services	33,006	8,155			8,155	24,851
Sub-Total	162,193	40,059			40,059	122,134
Operational provisions						
Transfers to National Societies		108,170			108,170	-108,170
TOTAL BUDGET	1,474,479	451,551		114,825	566,376	908,103

Consumption rate: Expenditures versus income 62%
Expenditures versus budget 38%