

PROGRAMME UPDATE



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

Appeal No. MAALB001
15 December 2006

The Federation's vision is to strive, through voluntary action, for a world of empowered communities, better able to address human suffering and crises with hope, respect for dignity and a concern for equity. Its mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 185 countries.

In Brief

Programme Update no. 2; Period covered: 1 June to 30 September 2006;
Appeal target 2006/2007: CHF 1,582,343 (USD 1,291,060 or EUR 987,955);
Appeal coverage 2006/2007: 28 % [Click here for the interim financial report to date](#)

Related Emergency or Annual Appeals:

Lebanon Annual Appeal 2006/2007. For details, please go to the website at http://www.ifrc.org/cgi/pdf_appeals.pl?annual06/MAALB001.pdf

Lebanon Annual Appeal 2006/2007 – Programme Update no.1. For details, please go to the website at http://www.ifrc.org/cgi/pdf_appeals.pl?annual06/MAALB00101.pdf

Humanitarian Crisis in the Middle East Emergency Appeal. For details, please go to the website at http://www.ifrc.org/cgi/pdf_appeals.pl?06/MDR81001revised.pdf

Annual Appeals 2006/2007 for Middle East and North Africa region. For details please see the website at <http://www.ifrc.org/where/mena.asp>

The programmes herein are aligned with the Federation's Global Agenda, which sets out four broad goals to meet the Federation's mission:

1. Reduce the numbers of deaths, injuries and impact from disasters.
2. Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
3. Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
4. Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

For further information specifically related to this operation please contact:

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All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering quality and accountable assistance to the most vulnerable.

For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

Operational developments

The recent war between Hezbollah and Israel, which began on 12 July and ended with a cease-fire on 14 August, has left the country tense. The government estimates that 1,187 civilians were killed and 4,092 injured during the conflict. Extensive damage to Lebanon's infrastructure, residential buildings, bridges, main roads, ports, airports, power stations, industry and petrol stations, was caused. It is estimated that over 150 bridges and 16,000 residential units were destroyed, with an additional 15,000 damaged. A blockade of Lebanon's airports and sea ports lasted until 8 September, causing major economic damage to trade, tourism, and business in general. Political tension is still running high creating fear among the population.

The conflict also displaced up to 1 million people. Most people fled to areas of Lebanon away from the fighting in the south. As many as 200,000 (mainly workers from other countries) sought shelter in Syria and other countries. The displaced Lebanese have returned to Lebanon after the cease-fire. Many of those whose residences were destroyed are renting temporary accommodation whilst reconstructing their homes. Hezbollah is financing the rent for temporary accommodation for up to one year as well as assisting families financially.

The worst affected areas are south of the Litani River, the southern suburbs of Beirut, the Bekaa valley towns of Baalbeck and Hermel as well as key infrastructure elsewhere.

In addition to the destruction, more than 100,000 unexploded ordnances (UXO), mainly cluster bombs, are scattered, particularly in the south in agricultural areas. Since the end of the conflict, more than 20 persons have been killed and 100 injured from UXO.

During the first weeks of the conflict, the Lebanese Red Cross was the only organisation with access to all the affected areas through its network of branches and highly trained and motivated volunteers. The Lebanese Red Cross has been fully mobilized since the beginning of the crisis. Almost 5,000 volunteers were activated within one of their key service delivery areas such as emergency medical services, primary health care, social services, blood banks and youth volunteers.

One Lebanese Red Cross (LRC) volunteer, Mikhael Jubaili from Zahle First Aid Station, was killed while on duty. Several other volunteers were wounded, and a number of ambulances and centres were damaged or destroyed.

Disaster Management

Disaster management is a priority activity area for the Lebanese Red Cross (LRC). The Federation will assist the LRC in developing a true budget and a plan for a sustainable fleet renewal. There is also a need for improved protective gear for the volunteers as well as specialized equipment for the rescue teams operating in areas with difficult access. Based on the findings of the vulnerability and capacity assessment (VCA), the extended disaster management (DM) programme will have a participatory approach involving local communities in planning community based preparedness activities such as risk reduction and awareness programmes.

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

Expected Results:

- Implementation of the ambulance services assessment recommendations resulting in improved management practices and effectiveness and the eventual phase out of Federation support.

- Plan for renewal of the ambulance fleet launched, Federation seeking support to procure 24 ambulances during 2006-2007.
- Improved equipment for specialized rescue teams.
- Upgraded logistical services and systems further developed and training launched in the Local Committees, central Disaster Preparedness warehouse in Beirut upgraded.
- The Vulnerability and Capacity Assessment results used as input to the LRC Strategic Plan and at least three new projects identified by mid 2006

Progress and achievements (activities implemented within this objective)

The Federation, the Norwegian Red Cross, and the Lebanese Red Cross are in the process of developing fleet management procedures and systems in order to improve the general fleet management of the LRC particularly for the ambulances of the Emergency Medical Services. The Lebanese Red Cross has managed to renew an important part of its ambulances supported by the International Committee of Red Cross (ICRC), Saudi Red Crescent, Norwegian Red Cross, Qatar Red Crescent, United Arab Emirates Red Crescent, and the Federation.

The Norwegian Red Cross, supported by the Federation, organised training for the Emergency Medical Service stations on using the upgraded medical equipment in the 24 ambulances donated by the Norwegian Red Cross. The Federation also has supported and facilitated the discussions between the LRC and the Norwegian RC which led to upgrading the equipment of the mountain rescue unit and the first aid teaching (training) equipment.

The Federation and the ICRC supported the LRC in the rent of a 2,000 m^2 central warehouse in Beirut. The Federation is providing technical support to the LRC in order to set up warehousing systems and procedures. In addition, the Federation and the ICRC are supporting the LRC to recruit employees for fleet management, purchasing, and warehouse management. In the meantime, a logistics training is being organised with the Norwegian Red Cross to build the volunteers' capacity on the use and maintenance of Emergency Medical Services ambulances, communication and fleet management.

An evaluation of the LRC response to the war is being undertaken in December by an external consultant with the support of the Norwegian Red Cross and the Federation. A set of recommendations for future action will result from this consultation process.

Impact

- The renewal of the ambulances increased the LRC capacity to better respond to emergency calls.
- It is too early to measure or identify the impact from the training and upgrading of the equipment. Impact measurement will be properly reflected in the coming update.

Constraints

- The war in Lebanon has affected the Disaster Management (DM) trainings at the branch level. At the same time, the conflict has showed several weaknesses in the current setup that needs to be addressed. This experience will affect the Federation support and will be reflected in the revised appeal for 2007.
- Despite the establishment of a centralized coordination room, cooperation between various departments did not run smoothly.
- The non-existence of a DM plan of action stating the role of the LRC in time of disasters and the respective responsibilities of various departments delayed the response and is affecting all the process.
- The VCA process has stopped due to the same constraints and challenges within the LRC and between the departments. Thus the Federation terminated its support. With the establishment of a Planning and Development department within the LRC, the Federation will move its support towards needs assessment and strategic planning under Organisational Development, which will be properly reflected in the revised appeal.

Health and Care

The Federation will assist the Lebanese Red Cross to strengthen its complementary role in health and social services via improvement of the national society's operational capacity and effectiveness with an expansion of the existing network of qualified volunteers to reach vulnerable communities.

Programme 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.

Expected Results:

- Strategy for strengthening preventive health and care programmes, reshaped clinical services, reviewed structures and training curriculum launched.
- Increased emphasis on women's health and psychological support as per recommendations in the Health Services Assessment and the MDGs for Lebanon.
- Availability of HIV/AIDS information increased among youth by expanding the existing awareness programme aimed at a sustained behavioural change to reduce the impact of HIV/AIDS.
- A *hot line* for youth with questions related to personal health issues such as sexually transmitted diseases, sexuality and drug use established in early 2006.
- A new and revised information and recruitment campaign for blood donations launched, resulting in increased awareness and blood donors

Progress and achievements (activities implemented within this objective)

The Federation supported the LRC in the evaluation of the HIV/AIDS youth to youth programme which led to amending the plan of action for 2007. The HIV/AIDS youth to youth peer education programme has organised a training (peer education) for 20 youth from schools and the LRC youth centre in Jezzine (South Lebanon).

During the reporting period, the psychological support programme (PSP) of the LRC, supported by the Federation and Danish Red Cross, developed a plan of action for 2007 and organised training for 12 volunteers on debriefing techniques. Again, with the technical and financial support of the Federation and Danish Red Cross, since the ceasefire, two trainings for around 40 youth volunteers on working with children were organised who in their turn organised 2 activities targeting more than 200 children in the most affected areas. The PSP programme is organising debriefing sessions for the LRC volunteers who worked in the field during the conflict and until now, 5 debriefing sessions took place targeting around 100 volunteers.

The Federation supported the blood banks in the development of its 2007 plan of action. Technical and financial support is being given to the blood banks of the LRC to develop a donor database and a stock management programme to decrease the quantity of wasted blood and increase the number of beneficiaries.

Impact

- The HIV/AIDS youth to youth future activities are the result of the evaluation and will better target the youth at the community level.
- The feeling of belonging of the volunteers has increased with the PSP debriefing session because they felt that the RC cares about them.
- LRC activities targeting children are using proper psychological approach and children are benefiting more from these activities.

Constraints

- The delay in the VCA caused a delay in the development of the LRC strategy and particularly the one related to reshaping the work of the health clinics of the LRC.
- The youth to youth counselling hotline is postponed till next year because of the war and the temporary change in the priorities.
- The PSP programme did not function properly during the war since all the volunteers in the programme were active volunteers in other operational programmes.

Organisational Development

Continued support to the election process and governance programme is critical to ensure success in the development of LRC. The Federation will support the LRC in establishing a web-page in 2006, and in improving the computer network within the department.

Programme 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.

Expected Results:

- The LRC's institutional performance has considerably improved with its statutes amended to ensure adequate participation of its constituencies.
- A well functioning governance has been revitalized through an election process that attracts qualified and committed members of the leadership at the headquarters and in the branches.
- The quality of human resources has improved based on effective recruitment procedures, training and development schemes for volunteers and staff.
- A national Volunteering Policy is developed and approved by governance.
- The local branches with decentralized management responsibilities in their respective localities have better capacities to provide services.
- A Financial Management strategy is developed.
- A web-site is established for improved internal and external communication.
- A strategic work plan has been launched after a broad consultation process which then will be the basis of a development strategy including a resource mobilisation strategy

Progress and achievements (activities implemented within this objective)

For the first time since before the civil war (1975 – 1990), the LRC has accomplished the elections of the executive committee formed by 11 new members out of 14. In addition, on 8 and 9 July 2006, the LRC organised a governance and management training for the new members of the executive and the central committees (elected in the first half of 2006). A training on governance and management is scheduled to be organised on 25 and 26 November 2006 for the newly elected members of the new General Assembly.

During the reporting period, two members of the executive committee board participated in the Organisational Development workshop and the vice president has participated in the Leadership Development Programme, both organised by the Federation Secretariat. In addition, one LRC staff has been registered in an advanced Information Technology course to build up the capacity and ensure sustainability of the developed network in the Headquarters.

Recruitment procedures have been developed for the newly recruited position. The work will proceed in 2007 to develop a Human Resource strategy through an external consultancy firm. In the meantime, the website map is being revised and the process of the website development will continue in 2007 with the support of a consultant and a specialized company.

Impact

- The two members of the board who participated in the Organisational Development workshop are leading the process of organisational change.
- The newly elected executive committee is open to change and the idea of the revision of the statutes and internal regulations is being presented to the General Assembly for adoption.
- The governance of the LRC is supporting the development of the newly established planning & development and volunteering department.

Constraints

- The non implementation of the VCA delayed the strategic planning and the process of internal regulation revisions which delayed the decentralisation process.
- The limited change in the members of the local branch committees might delay the change process at the organisational level. This factor has to be properly taken all along the process.
- The lack of differentiation between governance and management is still causing the same problems: internal conflicts and lack of credibility.

Humanitarian Values

Promotion of tolerance, co-existence and respect for human dignity are integral aspects of the LRC work. The Lebanese Red Cross is determined to continue its mission in challenging all forms of discrimination and intolerance and promoting respect for diversity and human dignity. Another key aspect of humanitarian values is the reduction of stigma, discrimination and marginalization among groups such as people living with HIV/AIDS, homosexuals, drug addicts and prisoners.

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

Expected Results:

- All new volunteers and members receive a comprehensive training on Red Cross and Red Crescent fundamental principles and humanitarian values.
- A nationwide campaign is launched repeating the core Red Cross values and activities as part of a volunteer recruitment campaign.
- Stigma and discrimination of people living with HIV/AIDS, homosexuals, drug addicts and adolescent prisoners is reduced

Progress and achievements (activities implemented within this objective)

An awareness week to reduce stigma and discrimination and increase awareness on HIV/AIDS is being organised by the LRC youth to youth programme with technical and financial support from the Federation.

Constraints

- The war has caused new vulnerabilities, changed the priorities of the LRC and shifted the focus towards disaster response.
- The nature of the conflict showed the great need to proceed with the implementation of the plan of action developed to promote peace, tolerance, and respect for diversity.

[Interim financial report below; click here to return to the title page and contact information.](#)

International Federation of Red Cross and Red Crescent Societies

MAALB001 - LEBANON

Interim financial report

Selected Parameters	
Reporting Timeframe	2006/01-2006/09
Budget Timeframe	2006/01-2007/12
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						
Cash contributions						
British Red Cross	0			0		0
DFID Partnership	25'943			16'464		42'407
Norwegian Red Cross	64'480	33'384	31'631	153'113		282'608
C1. Cash contributions	90'423	33'384	31'631	169'577		325'015
Inkind Personnel						
Norwegian Red Cross				31'000		31'000
C5. Inkind Personnel				31'000		31'000
C. Total Income = SUM(C1..C6)	90'423	33'384	31'631	200'577	0	356'015
D. Total Funding = B + C	131'388	37'984	31'631	235'909	0	436'912

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	90'423	33'384	31'631	200'577	0	356'015
E. Expenditure	-29'419	-18'615	0	-225'145		-273'179
F. Closing Balance = (B + C + E)	101'969	19'369	31'631	10'764	0	163'733

International Federation of Red Cross and Red Crescent Societies

MAALB001 - LEBANON

Interim financial report

Selected Parameters	
Reporting Timeframe	2006/01-2006/09
Budget Timeframe	2006/01-2007/12
Appeal	MAALB001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

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							30'500
Office/Household Furniture & Ec	11'000				2'801		2'801	8'199
Others Machinery & Equipment	20'000							20'000
Total Land, vehicles & equipme	61'500				2'801		2'801	58'699
Transport & Storage								
Storage					57		57	-57
Distribution & Monitoring					1'649		1'649	-1'649
Transport & Vehicle Costs	66'720	727			38'328		39'055	27'665
Total Transport & Storage	66'720	727			40'033		40'761	25'959
Personnel Expenditures								
Delegate Benefits	74'600		387		47'860		48'247	26'353
Regionally Deployed Staff					296		296	-296
National Staff	229'101		7'262		23'512		30'774	198'327
National Society Staff		1'475	2'017		323		3'815	-3'815
Consultants	20'250				1'071		1'071	19'179
Total Personnel Expenditures	323'951	1'475	9'666		73'063		84'205	239'746
Workshops & Training								
Workshops & Training	214'400	7'008			12'994		20'002	194'399
Total Workshops & Training	214'400	7'008			12'994		20'002	194'399
General Expenditure								
Travel	40'000	267	-267		13'065		13'065	26'935
Information & Public Relation	58'000	3'360			2'980		6'340	51'660
Office Costs	55'800	327	-282		11'562		11'607	44'193
Communications	56'520	47	214		25'795		26'055	30'465
Professional Fees	14'000							14'000
Financial Charges		3'394	1'933		-5'718		-391	391
Other General Expenses		-0			497		497	-497
Total General Expenditure	224'320	7'394	1'598		48'181		57'173	167'147
Federation Contributions & Transfers								
Cash Transfers National Societi	558'600	10'902	6'141		33'570		50'613	507'987
Total Federation Contributions & T	558'600	10'902	6'141		33'570		50'613	507'987
Program Support								
Program Support	102'852	1'912	1'210		14'503		17'626	85'227
Total Program Support	102'852	1'912	1'210		14'503		17'626	85'227
TOTAL EXPENDITURE (D)	1'582'343	29'418	18'615		225'145		273'179	1'309'165
VARIANCE (C - D)		292'881	144'246	201'070	670'968		1'309'165	