

# Plan 2010-2011



International Federation  
of Red Cross and Red Crescent Societies

## Lebanon

### Executive summary

Following several years of intermittent violent incidents and clashes spurred by deep political divisions as well as external threats, Lebanon experienced a wave of optimism in mid-2008 which saw the election of a new president and the formation of a national unity government. The parliamentary election in June 2009 was carried out in a calm, free, democratic and peaceful way, which created lots of optimism in the country, at least for ending the controversial debate regarding the position and role of the various factions in the Lebanese political system.

Even so, the impact of the political tensions, the global finance crisis as well as global food price increases is expected to continue to pressure the population. While Lebanon boasts a gross domestic product (GDP) per head three times that of Syria and Egypt, there is a wide income differential between Lebanon's small, urban elite and the poor concentrated in the rural areas and outlying suburbs of major cities.

Lebanon has not been significantly prone to natural disasters. However, with its location on two continental plates, it has witnessed earthquakes in the past. As a result, there has been an increased awareness of this potential risk and the need to improve community preparedness at all levels. In the plan for 2010 and 2011, a community based disaster risk reduction (DRR) programme will be given priority.

The overall goal of the Lebanese Red Cross (Lebanese RC) and its partners is to ensure a significant level of emergency and disaster response capacity necessary to adapt to the ever volatile and fluctuating contextual scenario. At the same time, the focus is increasingly on strengthening community-based approaches to reach the ultimate vision of the National Society: *"to provide access for health and social services for the most vulnerable people in emergency and peace time"*. In particular, a concerted effort is being made on defining a strategy to ensure programmes are based on the needs of vulnerable communities in urban, rural and remote areas and systems are in place to improve performance and accountability.

Throughout, the International Federation support aims 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. Furthermore, the youth volunteer department started a significant institutional change process to redefine its identity within the organisation and the communities at large. This process will continue into 2010 as a key component of improving the added value of the Lebanese RC to successfully address the needs of the communities. In sum, the International Federation will assist in providing the necessary tools and trainings adapted to the context to strengthen integrated approaches and improve the internal capacity of the National Society. In order to ensure this process, attention will be placed on the development of appropriate internal systems, addressing structural issues of the organisation including coordination between headquarter and local level, improving the skills base, providing human resource support in key programme areas and identifying improved means of

communicating the added value of the Red Cross as a multi-ethnic and cultural organisation in a highly fragmented Lebanese society.

The support will primarily target the staff and volunteer base of the National Society which amounts to 250 and 9,000 respectively.

The total 2010-2011 budget is CHF 1,377,312 (USD 1,334,891 or EUR 906,272). [Click here to go directly to the summary budget of the plan.](#)

## Country context



Lebanon is located on the eastern edge of the Mediterranean Sea, bordered to the north and east by Syria and to the south by Israel. The size of the population is estimated between 3.8 and 3.9 million although there has not been a census in the country since 1932. In addition, Lebanon hosts around 400,000 Palestinian and between 50,000 to 60,000 Iraqi refugees. Within this small population, there are 18 officially registered religious sects, the extensiveness of this resulting in the existence of the special political system – confessionalism – applied in Lebanon to distribute power as evenly as possible.

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. As most factions have allegiances beyond the country's borders, regional power play dominates internal dialogue and positions.

A political impasse between the pro-Western majority and the pro-Syrian opposition during 2007 and the first half of 2008, culminated in clashes in May 2008 between the military factions of some of the representations in the two coalitions. It was the first time since the last civil war that the factions took their grievances to the streets and fuelled fear within the population of return to the same scenario once again. However, swift intervention by the Arab states with a subsequent meeting between all factions in Doha, assisted in brokering an agreement on the election of a president and the division of ministerial seats within a new national unity government.

Furthermore, clashes continued in isolated areas despite the agreement, the sectarian grievances continued into 2009, particular in the run-up to new parliamentary elections. The parliamentary election itself was carried out in a peaceful way and the result was accepted and respected by all parties, which has created some optimism in Lebanon.

Even if the situation in the aftermath of the parliamentary election is more positive than before, the situation requires a continued high level focus on emergency response within the Movement components in Lebanon. The Lebanese RC has been a key player to respond to the conflict related needs through its ambulance service. The focus on improving the quality of this service will continue to be a priority for support into 2010 and 2011.

The impact of the volatile security situation has been significant on economic and social indicators within Lebanon. While a sense of optimism prevailed following the election of a president and the formation of a national unity government, the economic impact of the war in 2006, the violent clashes throughout 2007 and 2008 together with increasing consumer prices, burdened the most vulnerable groups in society, such as small scale businesses, women-headed households and the poor. While the

GDP per head was around US\$ 5,760 in 2006 according to the Economist Intelligence Unit – three times the levels of its neighbour Syria – there is a significant gap in wealth among the elite and the poor concentrated in rural areas or in suburbs of major cities. The pressure is particularly significant with little social support to the population from government structures. On the other side, the global financial crisis is also an important factor in Lebanon.

Health indicators as well are relatively high for the region, with average life expectancy at 73 years and infant mortality rate at 23 per 1,000 live births. However, health care services are primarily privatised and, while of a high standard also highly expensive and thus not available to a large proportion of the population. To compensate, non-governmental organisations (NGOs) or social wings of political factions often provide subsidised healthcare for rural populations.

As a result, the health and care activities of the Lebanese RC target their activities on remote and rural areas complementing the authorities and other organisations where possible. In 2009, the International Federation has supported a pilot community based health and first aid (CBHFA) project in two selected areas. Two new areas will be selected for 2010.

Despite a significant rate of emigration, Lebanon's population is considered to be young. According to statistics of the United Nations Development Programme (UNDP) in a survey in 2004, 47% of the population was under the age of 24 and 29.1% under the age of 15. Due to a significant shift from rural to urban environments and an unemployment rate at around 20% according to the World Factbook for Lebanon, the younger generations are increasingly finding it hard to match their high educational level with job opportunities.

Lebanon has not been significantly exposed to natural hazards in recent years, although it has witnessed significant environmental degradation leading to increased vulnerability to forest fires and poor air quality over the years. In 2008, two earthquakes hit the southern region damaging infrastructure and causing some minor injuries. As a result, an increased awareness of this potential risk based on the fact that the country sits between two continental plates has led to efforts by the authorities to increase earthquake awareness and disaster preparedness. The mandate to respond to natural disasters has recently been readdressed with a commission being established under the auspices of the Ministry of Health (MoH), consisting of all actors, including the Lebanese RC, Civil Defence and Lebanese Army. The Lebanese RC network of volunteers, the ambulance service, the first aid training for the public, the mobile clinics and the blood bank naturally places the organisation at the heart of any response in practice.

As a conclusion, despite Lebanon boasts significantly better health and educational statistics and a lower poverty line than its neighbours, there are significant vulnerabilities that exist particularly linked to the security situation but also to the increasing differential between the elite and the majority population. The Lebanese RC, with its 9,000 volunteers, has a significant role to play in this scenario not only as an emergency response organisation but also as the only civil society organisation that can claim to be multi-ethnic crossing all cultural and confessional divisions.

## National Society priorities and current work with partners

The overall priority of the Lebanese RC is to continue the implementation of institutional changes. The priorities have been given to strengthen quality performance of first aid and ambulance services, to continue assistance through the primary health care and social centres, to strengthen the voluntary base through the youth as future capital of the National Society and to ensure quality performance of the services performed through the blood banks.

The National Society has recognised and prioritised defining the role and the added value of all its operational departments through a strategic planning process aimed at mapping its capacities, the community needs and adapting its approach to fulfill not only its emergency related mandate, but also addressing general vulnerabilities in the communities. The process started in 2008 and progress was made towards completing a national strategy which was adopted at the General Assembly in December

2008, providing all the necessary guidance on fulfilling its identified vision *‘to provide access for health and social services for the most vulnerable people in emergencies and peace time’*.

In order to match the strategic process with increased capacity to deliver against objectives, the National Society is aware of its challenges in terms of human resources and support service capacity as well as the lack of clarity between governance and management roles and responsibilities. As a result, it has prioritised organisational capacity building within logistics, and human resource development, statute and internal regulations revisions and capacity/structural reviews at a departmental level within the operational timeframe. The Lebanese RC will also continue to improve on its communication and public relations strategy and the development of new marketing tools.

Funding Lebanese RC’s programme has been a challenge in 2009 partly due to the global financial crisis. To develop a well functioning organisation with sustainable systems, funding, procedures and staff has been given priority. In 2010, the International Federation is planning to support the development of a fundraising strategy and improve the technical capacity of Lebanese RC in fundraising.

Disaster management has in the past been closely identified with the ambulance service. However, the lessons learned from the past few years has clearly identified the needs for more efforts by the Lebanese RC and its partners to increase the capacity of the youth volunteers to provide relief services, and for the medico-socio department to more efficiently use its mobile clinics. This will hopefully lead to the development of a National Society emergency response plan to tackle an enhanced coherence during operations. While the emergency medical services (EMS) remains at the heart of all operations, the disaster management committee will aim to ensure appropriate coordination efforts during disasters. In the future, the roles and responsibilities of the branches will need to be further elaborated in line with a risk mapping and analysis at a community level. A DRR programme was initiated in 2009 with the selection of six regions to be included in a risk reduction analysis. This programme will continue into 2010 and a Disaster Response Plan will be developed as a part of the overall Disaster Management Plan for Lebanese RC.

The Lebanese RC has a long history of providing health services through its dispensary network consisting of 40 centres. The dispensary set-up is closely linked to the local committees/branches and therefore is well placed to address local level needs. However, a review of the added value and the capacity to react to changing needs has and will be prioritised in order to refocus on more community-based health interventions rather than on a curative approach. In 2009, two CBHFA pilot projects were implemented, one in north and one in south. The results of these indicate that community based pilot projects have been extremely positive, and the programme will start up in two new areas in 2010.

In 2010, reproductive health will be a new area for the International Federation to support the Lebanese RC. The goal is to increase the access of women to quality reproductive health services in five regions in Lebanon. HIV/AIDS remains to be one of the most innovative programmes being implemented. The National Society will endeavour to scale-up further their campaigns and activities within this field.

In 2008, the National Society started a process of reviewing its youth structure to improve its functionality and the impact of the activities undertaken by its network of 1,400 volunteers based in 34 centres. As assessment of the structure and the programme was prepared and presented and a process to redefine the strategy, vision for the youth will remain a key priority into 2010 based on an understanding within the governance of the important function of the youth volunteers in terms of promoting the fundamental principles and addressing issues of stigma and discrimination.

The National Society has managed to be clear about the support required from Movement and external partners. Its strong identity and experience in managing emergency operations clearly puts it at the forefront in managing Movement coordination. After the 2006 war, the number of partners to the National Society increased with particular attention drawn towards capacity-building in emergency preparedness and response. Within the Red Cross/Red Crescent (RC/RC) Movement these have included, in addition to the International Federation, the International Committee of the Red Cross (ICRC), the Norwegian Red Cross, the French Red Cross, the Belgium Red Cross, the American Red

Cross and the Canadian Red Cross. Several non-Movement partners have also been engaged in providing support directed at the EMS and the youth programmes.

In 2009 the number of partners has decreased, mainly due to the global financial crisis. Norwegian Red Cross remains one of the longest partners to the National Society either through bilateral or multilateral contributions. This is expected to continue into 2010 and 2011. On the other hand, Belgium Red Cross is the only Movement partner supporting the Lebanese RC through bilateral programmes.

## Partner Mapping

Partner	Programme Support	Estimated Duration
International Federation	National Society institutional capacity building through support to EMS, youth, logistics, medico-socio, communications, blood banks and planning	2010-2013
ICRC	Support to emergency preparedness capacity and promotion of humanitarian principles through EMS, logistics, medico-socio, communications, blood banks	2010
Belgium Red Cross	Focus on promotion of Fundamental Principles and Humanitarian Values through a youth programme	2010-2011
Norwegian Red Cross	Long time supporter of Lebanese RC both bilateral and through the International Federation. Capacity building, health and care and disaster management	2010-2013
Swiss Development and Cooperation Agency (SDC)	Training and equipment to EMS five year strategy	2009-2011
MoH	Running costs for EMS, medico-socio, blood bank as well as administrative contribution	Annual
Iranian Red Crescent	Hospital management support – unilateral. Possible bilateral support to Lebanese RC in 2010	Ongoing

## Secretariat supported programmes in 2010-2011

### Disaster Management

#### a) The purpose and components of the programme

<b>Programme purpose<sup>1</sup></b>
<b>To reduce the number of deaths, injuries and impact from disasters.</b>

The disaster management programme budget is CHF 277,302 (USD 268,761 or EUR 182,465).

<b>Programme component : Disaster Management Planning</b>
<b>Outcome: 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.</b>
The Lebanese RC has completed parts of its emergency response plan taking into consideration the capacities of all operational components of the National Society. Six districts were selected to be included in a DRR Plan, and a risk reduction analysis was started up in 2009. Based on this analysis, further assistance will be provided to develop a response plan based on the International Federation assessment tools. The revised disaster management plan will be further developed taking into consideration the outcomes of the risk analysis assessment done in 2009, the capacity of the operational departments and the identification of the roles and responsibilities between the headquarters and the branches. The formalisation of the current emergency response plan will

include the development of relevant scenario related contingency plans. In addition, the National Society will endeavour to ensure its mandate has been updated and approved by the government to ensure recognition of its role and responsibilities during any type of emergency. Headquarters and local branches must adopt the emergency plan and integrate it in their community activities.

#### **Programme component : Organisational Preparedness**

**Outcome: Capacity in skilled human resources and material capacity for effective disaster management is improved.**

With the already existing extensive network of volunteers, the support by the International Federation to the National Society will primarily focus on providing technical assistance to human resource capacity building through the provision of information and training on best practices and tools within disaster management. This will be targeted towards the managers of the six operational departments and local level disaster management coordinators. In addition, project level support will be provided to assist in standardising volunteer retention and recruitment practices within the EMS to ultimately develop a nation-wide volunteer policy.

The logistics capacity of the National Society has made great strides over the past two years with support from the International Federation and the ICRC. The tripartite agreement between the three Movement partners was signed in May 2009, and will be an important instrument in 2010 and 2011 in further developing standard operating procedures at headquarters level and dissemination to the local branches to encourage uniformed usage of logistics procedures.

#### **Programme component : Community Preparedness/Disaster Risk Reduction**

**Outcome: Self-reliance of individuals and communities to reduce their vulnerabilities to public health in emergencies and disasters is improved.**

Based on the realisation that Lebanon is not only subject to man-made but also natural disasters, the Lebanese RC will endeavour to develop community risk maps highlighting potential hazards and vulnerabilities and in particular to develop awareness programmes to improve community resilience in high risk and remote areas. In addition, close cooperation will be maintained in terms of preparedness with other actors in the south of country in order to have a holistic risk analysis. The disaster risk analysis done in six selected regions in 2009 will be followed up with a risk reduction training and the development of a DRR Plan accompanied by adequate training and branch development. If the new mode of working with communities is to be successful, the Lebanese RC and in particular the six selected branches, will require significant support. Appropriate systems and a comprehensive training programme need to be implemented.

#### **Programme component : Disaster Response**

**Outcome: Disaster response assistance to meet the needs of those people affected by disaster is improved.**

The Lebanese RC has strived to improve the standard and quality of the resources available to assure its disaster response capacity. In order to achieve improved disaster response assistance into 2010-2011, focus will continue to be placed on assuring its response assets meet international standards and are ready and available to be deployed at any time. The programme will assure a continuous commitment to purchase ambulances according to the five years EMS strategy.

To improve its disaster response capacity, Lebanese RC will develop a search and rescue programme to be developed in 2010. An assessment of the needs for such a programme was done in May 2009. The goal is to develop a group of well trained and equipped volunteers in search and rescue operations.

#### **b) Profile of target beneficiaries**

The target population of the International Federation supported activities remain similar to 2009 with the main focus on the Lebanese RC network of approximately 9,000 volunteers and the 12 headquarters senior staff members part of the disaster management committee and the members of the disaster management steering committee. In addition, 50 field disaster management coordinators will be targeted to ensure a coherent application of best practices.

Overall, within the current structure of the EMS, 75% of emergency calls are centralised through four operations centres, with additional response during internal clashes. For the year 2007, the number of emergency cases handled by the volunteers amounted to 177,053, while for 2008 this amount was 194,389 cases.

### c) Potential risks and challenges

In 2009, the parliamentary election as well as the elections for the Lebanese RC at all levels became huge constraints for implementing all the planned programmes. Several programmes had to be postponed due to these elections. In 2010, the underlying insecure situation within the context will continue to affect the implementation of all programmes and that of disaster management in particular. The availability of volunteers to be trained and take part in the DRR programme as well as the new search and rescue programme is limited as the majority already provide at least 24 hours/week working within the ambulance service while the capacity of the youth volunteers and local branches is still limited in disaster management approaches. In the meantime, there is the challenge to assure an understanding within the decentralised local committees of the need to centralise disaster management planning, preparedness and response.

The other potential challenge is the lack of funding. In 2009, Norwegian Red Cross was the only donor, and lack of donors will have serious consequences on the disaster management programme.

## Health and Care

### a) The purpose and components of the programme

<b>Programme purpose</b>
<b>To reduce the number of deaths, illnesses and impact from diseases and public health emergencies</b>

The health and care programme budget is CHF 409,575 (USD 396,960 or EUR 269,500).

<b>Programme component: HIV/AIDS</b>
<b>Outcome: Vulnerability to HIV and its impact is reduced through preventing further infection.</b> The Lebanese RC youth has built over the previous years a great capacity to respond to HIV/AIDS and to reduce its impact. In the coming two years the efforts will be scaled up in order to fight stigma and discrimination towards people living with HIV/AIDS (PLWHA) as well as to work with young adults on behavioural change. This will be done through interactive communication with youth and young adults in the schools, clubs and universities. In addition public campaigns will be organised aiming at influencing people's perception toward PLWHA and vulnerable communities. The activities will be implemented by the youth centres and integrated within their plans and programmes. This will ensure the sustainability of the programme and will impact the quality of the peer education activities that will be customised as per the specialities of the topic.

<b>Programme component: Voluntary Non-Remunerated Blood Donation</b>
<b>Outcome: The vulnerability of the community to unstable supply of blood units is decreased.</b> The Lebanese RC blood banks department has opened two new blood banks in Jbeil and Akkar during 2009. This will contribute in delivering more blood units in the remote areas and to ensure access of the population to safe blood supplies. The International Federation will support the blood banks in developing voluntary non-remunerated blood donor's recruitment plan and tools in addition to supporting two public campaigns for blood recruitment.

<b>Programme component: Community based health and first aid</b>
<b>Outcome: Healthy communities able to cope with health and disaster challenges will be increased through community based integrated health and first aid activities.</b> The International Federation will support four new remote centres to start the Lebanese RC CBHFA project thus benefitting from the previous experiences gathered in the two pilot projects implemented in 2009. The centres will be chosen based on the need of the area for such projects, focusing mainly

of remote and risky locations. The support will include coaching the centres while planning for the project, training and supporting the community volunteers, funding and coaching community assessment and activities in addition to building with the Lebanese RC the evaluation system and coaching them on using it. At the same time the work in the two projects that started in 2009 will continue with recruiting more volunteers, expanding to new villages around the health centres and scaling up health prevention and DRR activities.

#### **Programme component: Reproductive Health**

**Outcome: Access of women to quality reproductive health services in five regions in Lebanon is increased.**

Currently the Lebanese RC is providing a shy reproductive health service in different health centres around Lebanon. In 2009, the Lebanese RC decided to focus and strengthen its reproductive health service in five centres in Lebanon, those were chosen based on many criteria such as having a mid wife employed in the centre, no other reliable and affordable provider of the service.

The International Federation will support the Lebanese RC in improving the quality of its reproductive health service through training the technical staff and providing the needed material and equipment. The Lebanese RC will be coached to find additional donors and resources to ensure the continuity of the service, as well as to establish agreement with related ministries and organizations to have affordable access to reproductive health medicines and contraception tools.

#### **Programme component: Psychosocial Support Programme**

**Outcome: People have access to social and mental health services to reduce mental health morbidity, disability and social problems.**

The psycho-social support programme (PSP) in the Lebanese RC has been re-launched in 2009 through the recruitment of 20 new volunteers and staff and training them on basic PSP, debriefing, stress management and action humanization. The International Federation will support the PSP team in its training activities so they will be able to support the volunteers of the Lebanese RC through debriefing and stress management sessions. In addition, the PSP team will be responsible to train and support the Lebanese RC departments to integrate PSP in their programmes. More specifically the PSP team will train new EMS volunteers on the psychological support of the transported victims, those being victims of accidents or disasters or even health incidents. From the same perspective the PSP will train the youth department on integrating PSP in their activities with children and young adults while the medico-social department will be trained on community based psycho-social support.

On the other hand, the youth department is active in supporting the prisoners of the regional prisons and the children (under 18) of the juveniles or reformatory schools. On this level the International Federation will support the Lebanese RC youth technically and financially to implement PSP activities for prisons inmates, as well as non violence behavioural change activities for young prisoners.

#### **b) Profile of target beneficiaries**

Within HIV/AIDS, the campaigns to ensure correct knowledge of HIV/AIDS transmission and prevention aim to target 10,000 youth aged between 15 and 24 years old. In addition, it will target 250 volunteers for training of which 60% should have an accurate knowledge of HIV/AIDS prevention and transmission. Internally, the HIV/AIDS team aims to increase participation of youth centres (of which there are 34) by 40% in the campaigns developed for HIV/AIDS related awareness activities.

The medico-socio department has 40 centres/dispensaries around the country. Through this network, they reported for the first half of 2008 (data until end of June 2009) a total of 22,459 consultations of which 14,167 were female and 8,282 were male. This will remain the primary target group for the community-based health programme, although following a situational analysis that the target beneficiary number and beneficiary profile should change. Internally, the Lebanese RC aims to introduce community based health approaches to 50% of health volunteers and staff working in the 40 centres with 15 of the centres implementing integrated community based health interventions.

The blood activities are managed through 11 blood banks. In the first half of 2009, 8,384 blood units, 5,923 plasma units and 1,202 cryo units were delivered.

For the PSP, the main target will be the volunteer base of the National Society to ensure best practices and a wider understanding of psycho-social support as an integrated activity throughout all programmes and operations. As such, the PSP team will provide 25 additional Red Cross volunteers with basic PSP knowledge and develop a link with at least eight health professionals around the country for the referral system. In addition, they will ensure availability to cover up to 400 Red Cross volunteers with the debriefing service and stress management techniques.

### **c) Potential risks and challenges**

Despite some improvement in the Lebanese RC dispensaries system in terms of coverage and quality, this department is still in lack of human and financial resources. An investment in the infrastructure of the department is needed in order to consolidate its services where no other reliable provider is available. The blood banks in the Lebanese RC will always include many risks and will remain a threat to the image and reputation of the National Society despite the good system of quality control that exist.

The CBHFA projects have great impact on the community but this will still depend on the cooperation that vulnerable communities will show during their participation in the project process. These communities are mostly highly politicised which will influence the recruitment of community volunteers and the participation of the community leader. From another perspective, people as seen in the two CBHFA pilot projects are asking for components that are more materialistic and concrete and they don't always see the added value of the prevention activities.

The PSP is still relying on the acceptance of the other departments especially the youth and the EMS in order to have access to the volunteers; this is being dealt with through recruiting volunteers from the same departments to work with their fellows.

## **Organisational Development/Capacity Building**

### **a) The purpose and components of the programme**

<b>Programme purpose:</b>
<b>Increase local community, civil society and Red Cross/Red Crescent capacity to address the most urgent situations of vulnerability.</b>

The organisational development/capacity building programme budget is CHF 690,434 (USD 669,167 or EUR 454,306)<sup>2</sup>.

<b>Programme component: National Society leadership capacities, accountability and good performance</b>
<b>Outcome: National Society has approved and implemented basic statutes and internal regulations as well as regular statutory meetings.</b>
The National Society has been working over the past two years on amending the basic statutes in compliance with the International Federation guidelines. The International Federation will throughout the next two years support the Lebanese RC when needed to approve the basic statutes in addition to drafting and approving its internal regulations which include all due processes related to the National Society headquarters and branches. The International Federation will as well keep on providing technical and financial resources for the Lebanese RC to organize its regular statutory meetings.
There is a continuous need to train the elected leaders and branches on governance and the separation between governance and management. These trainings will be organized by the internal affairs department covering all elected leader in the 24 branches, EMS and youth department.

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<sup>2</sup> This includes the salary and monthly subsistence allowance (MSA) for the head of delegation position.

**Programme component: Well functioning organization with sustainable systems, procedures and staff with desired level of managerial and technical competencies**

**Outcome 1: New finance and HR systems and procedures are effectively applied.**

The International Federation has supported the finance department in 2008-2009 to draft its internal procedures including cash and bank management, monthly and yearly closure, payroll procedures, tax and payables procedures as well as fixed assets and revenues and donation procedures. In the coming two years the International Federation will coach the National Society on the implementation of these procedures as well as to perform a compliance review to understand if the new policies are being implemented and if they need further customization to the Lebanese RC needs and operations.

The International Federation will as well support the Lebanese RC technically and financially in order to develop a human resources system including software capacity to manage staff information, and to develop National Society procedures when it comes to recruitment, promotion, and performance appraisal, etc.

In terms of budgeting, the International Federation has previously supported the Lebanese RC to develop its budgeting manual. In the coming two years, two budgeting trainings for all department directors and programme coordinators will be organised in order for all the departments to follow a unified budgeting system able to be integrated in the installed software.

**Outcome 2: The Lebanese RC website is continuously updated.**

The International Federation will fund a web journalist position in the Lebanese RC to ensure that the public relations and communications department has the needed human and technical resources to continuously update the website. In addition, two trainings will be organised for branches volunteers on journalism and photographing in order to create a sub structure able to cover and promote all the activities of the Lebanese RC in all the country.

**Outcome 3: A fundraising strategy is developed and technical capacity of National Society in fundraising is improved.**

The Lebanese RC has been until now relying locally on very classical fundraising tools, thus not using the potential of the local community and cooperation's. There is currently a will in the Lebanese RC to start a new fundraising strategy which will ensure the sustainability of the National Society's income and will increase the stability of its service. In this regard, the Lebanese RC will require the technical support of the International Federation to develop and implement the strategy and its related plan.

**Programme component: Developing a nation-wide coverage of grassroots units and services.**

**Outcome 1: Efficient membership and volunteer management system in place.**

The International Federation has assisted the Lebanese RC in 2009 to develop volunteers and members database aiming at verifying and controlling membership enrolment and management. In the coming two years, the Lebanese RC will develop a unified volunteer's management system. Youth and EMS as well as local committees' leaders will be trained and coached on volunteers' management. This in addition to developing the National Society's volunteers policy.

**Outcome 2: The implementation capacity of the youth centres is strengthened resulting in improved delivery of services to beneficiaries.**

The youth department will be coached through the implementation of its strategy developed in 2008 and approved by the youth national congress in 2009. This will be done through building the capacity of the youth training committee, youth trainers will be able to train the youth leaders and volunteers on need assessment, planning, volunteers' management, coaching skills, communication skills, and creativity enhancement trainings. The training committee will unify the training techniques in the youth department and customise training sessions based on the local youth centres needs and activities.

**Programme component: Increasing capacity for programme development and management.**

**Outcome 1: The National Society is able to analyse community needs and adapt its strategy accordingly.**

The National Society embarked has developed and approved in 2008 a three years national strategy. In order to prepare for the next round, the Lebanese RC, with the support of the International Federation, will develop its capacity to assess community needs and provide relevant analysis particularly at the grassroots level. This will be done through training Lebanese RC departments and branches on community assessment and strategic planning as well as to provide them with the tools they need.

**Outcome 2: HQ staff and branch level programme leaders able to develop, run, improve and report on programmes and projects.**

Due to the decentralised nature of some of the operational sectors of the National Society, there is a need to develop appropriate planning, monitoring, evaluation and reporting (PMER) tools at all levels. In order to assist to build on efforts to improve basic programme management and service delivery, National Society headquarters staff and volunteers involved in programme implementation will continue to be provided with relevant training and coaching to increase the capacity, knowledge and understanding of quality and accountability. Standardised tools will be made available for improved coherence in programme management. The process of training headquarters staff on PMER tools started in 2009 and will continue in 2010 while in 2010-2011 a special focus will be given to the PMER training and coaching of the local branches.

**b) Profile of target beneficiaries**

The overall beneficiaries of the organisational development/capacity building programme are the 4,000 volunteers, 5,000 members and 231 staff members who jointly form the base of the National Society. The activities mentioned above will target the members of the General Assembly, the central committee and the local committees for components one and partly three. Activities with regards to the youth will cover 34 youth centres volunteers and leaders, while the components addressing a well functioning organisation and programme implementation will address 24 headquarters staff, 231 staff members and, at a branch level, some 225 local committee members.

**c) Potential risks and challenges**

The unique structure of the Lebanese RC is now more willing to accept management systems and procedures, but this always has to be through a very participatory approach including all levels of the National Society which is delaying the work process and creating a decision making challenge in some cases. At the same time there is still no clear separation of governance and management and no unified membership in the branches which is creating a huge resistance on the basic statute amended draft. If the latter does not get approved, there is no work that can be done on the internal regulations level.

The financial independency of the local branches and the lack of financial expertise and reporting on the branches level might be threatening for the accountability and transparency of the National Society.

## Principles and Values

There is no budget under the Principles and Values programme, as the International Federation is not asking for funds for this programme area. The Principles and Values programme support will be given by Belgian Red Cross through bilateral support in close coordination with the International Federation delegation.

**Programme purpose**

**Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.**

## **Programme component: Promotion of Fundamental Principles and Humanitarian Values**

**Outcome: Knowledge, understanding and application of the Fundamental Principles and Humanitarian Values (including non-discrimination, non-violence, tolerance and respect for diversity) with in the RC/RC is enhanced.**

The Lebanese RC in collaboration with the Belgian Red Cross is implementing an 18 month pilot project named "sensitization of youth on humanitarian norms" (the project is due to end in 2010).

The general objective of the project is to increase the respect for diversity, tolerance and solidarity among the different communities in Lebanon, through programmes with a social connotation. The specific objective is to disseminate the humanitarian norms to young Lebanese people so that they will act according to the Principles of the RC/RC Movement, through social/educational activities.

After an initial phase of training and adaptation of training tools, four trainers of trainers (ToT) and one project coordinator will train their volunteer colleagues on humanitarian norms and micro-project management and start their sensitization activities.

The 1,400 Lebanese RC youth volunteers will organise pedagogic activities in their centres in order to disseminate messages linked to humanitarian norms, according to the needs of their communities and local realities. An average of five micro-projects will be implemented by each youth centre. Humanitarian norms will be the streamline of each micro project and activity that will be proposed by the volunteers of the youth department.

The trainers of trainers and the volunteers will develop some dissemination tools on humanitarian norms adapted to the Lebanese reality and to the Lebanese RC, so that these will be used for further trainings or future activities of Lebanese RC volunteers.

The target group is consisting 1,400 volunteers of the Lebanese RC, who are active in the 34 youth centres and clubs all over the country. Through around 170 micro-projects that will be implemented by the Lebanese RC youth centres, all these volunteers will become "sensitizers" and they will spread the message of humanitarian norms to 102,000 young adults and children, who constitute the final target group of beneficiaries.

## **Role of the secretariat**

The secretariat's budget for its support role is shared between the respective programmes.

### **a) Technical programme support**

The International Federation office in Lebanon, with its head of delegation and four local staff, will continue to support the National Society in the implementation of its programmes as well as the coordination among all Movement partners. Due to the support it has been providing to the National Society in the four core areas, it is envisaged to maintain this technical set-up until 2011. As the leading Movement component active in relation to organisational development, youth and health and care areas, the International Federation has been providing technical support to the National Society in the various programmes, from the establishment of strategies and plans, to actual implementation of the programmes. In organisational development and health and care, the programme officer with the support of the head of delegation, will ensure a close collaboration with the National Society headquarters staff and volunteers to design, implement and monitor programmes and activities. In addition, disaster management and logistics activities will be covered by the disaster management and logistics officer. In addition, a finance and admin officer is employed.

### **b) Partnership development and coordination**

The National Society effectively maintains partnerships from within the RC/RC Movement to external NGOs, international organisations and government bodies. When requested, the International

Federation representation participates in such dialogue with external partners. Furthermore, the representation of the Lebanese RC in the government's higher relief committee ensures a continuous and coherent response to disasters, while ongoing dialogue with the Ministries of Defence, Internal Affairs and Social Affairs as well as the Civil Defence ensures an auxiliary approach to conflict and general disaster preparedness. The International Federation ensures that the appropriate information on the capacity of the Movement to respond to disasters and the relevant policies, as well as best practices are circulated to the management of the National Society.

Coordination of the Movement partners is also led by the National Society, with regular meetings taking place in order to ensure coherence of support from the International Federation, the partner National Societies (PNS) active in country and the ICRC. A memorandum of understanding (MoU) between the Lebanese RC, the International Federation and the ICRC was signed in March 2009 to ensure appropriate coordination. In addition, exchange of information at a technical level through representation in technical committees also takes place on a regular basis. The relationship with the ICRC has been excellent, and regular meetings have been conducted between the two heads of delegations.

### **c) Representation and Advocacy**

The strength of the Lebanese RC is its ability to permeate all levels of the Lebanese society with excellent connections to key actors while at the same time maintaining a principled distance. The International Federation, therefore, aims to advocate for the National Society internationally where necessary and assist in assuring representation within international fora. Further efforts will be made to clarify the international mandate of the International Federation within key institutions in Lebanon as there is still a lack of clarity within institutions of the role of the core Movement partners.

## Promoting gender equity and diversity

While there is no official gender policy, the National Society ensures the importance of gender equity and diversity through practical measures taken at the governance and management level. The governance of the Lebanese RC consists of the central committee with 46 members elected by the General Assembly of which 22 are women and 24 men. At the management level the equity is somewhat lower with only five women out of 12 directors of departments and units. At the level of implementation of programmes, the National Society tries to ensure a gender balance in the volunteer base, with participation at trainings and workshops usually balanced. In local branches, women dominate as local Red Cross presidents.

The EMS additionally encourages participation of women volunteers and will facilitate this in geographical areas where cultural sensitivities are more pronounced through adaptations in the regulations governing duty shifts. The five year strategic plan will also address the human resources base of the EMS.

Gender and diversity aspects have generally been streamlined in planning and implementation of the programmes, particularly in activities related to PSP, HIV and AIDS and the prison visitation programme. Data collection, however, has been generally poor on these issues and further efforts will be made to encourage awareness of the programme managers to ensure improved reporting.

## Quality, accountability and learning

Overall, the International Federation planned support for 2010-2011 is about building on systems related to strategic planning, including budgeting, reporting and monitoring capacity which aims to formalise the internal procedures to ensure donor and beneficiary accountability as well as increase learning at the level of programme managers. Furthermore, efforts to improve human resources procedures and financial management tools during the given timeframe should assist the organisation to reach further standards associated with the characteristics of a well functioning National Society. The adoption of a common logistics procedures used at all levels in the National Society will improve the quality and the accountability of the Lebanese RC.

At the programme level, the CBHFA programme in two regions was a success, and two new regions are selected for 2010. The reproductive health pilot project will be initiated in five regions. The capacity assessment of the medico-socio department and the initiation of the youth department structural and programme review in 2009 improved the quality in delivering services at the grassroots level. As most departments now apply the use of logical frameworks, further assistance will be provided on how to monitor progress against objectives in the coming years. The establishment of technical supervisory committees in the management of logistics, the EMS and other areas of support further assists in maintaining standards and best practices for purchasing of equipment, rehabilitation activities and training.

How we work	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p><b>Global Agenda Goals:</b></p> <ul style="list-style-type: none"> <li>• Reduce the numbers of deaths, injuries and impact from disasters.</li> <li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li> <li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li> <li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li> </ul>
Contact information	
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