

# Appeal 2002-2003



International Federation  
of Red Cross and Red Crescent Societies

## LEBANON (Appeal 01.56/2002)

*Click on programme title or figures to go to the text or budget*

	2002	2003 <sup>1</sup>
	In CHF	In CHF
1. Disaster Preparedness	540,348	458,264
2. Health and Care	494,157	395,505
3. Humanitarian Values	98,876	70,101
4. Organizational Development	158,202	126,561
5. Coordination & Management	142,174	113,739
<b>Total</b>	<b>1,433,767</b>	<b>1,173,170</b>

## Introduction

### National context

Lebanon is a middle-income country undergoing a period of reconstruction after 17 years of internal conflict and economic decline. The civil war (1975-1992) involved most of the country's ethnic and religious groups as well as Syrian and Israeli forces and Palestinian refugees.

Population and health data are scarce and fragmented, making it difficult to provide accurate figures. The population is estimated at 3.8 million in addition to a large number of guest workers that are mostly from Syria, and Palestinian refugees. Approximately 375,000 refugees were registered by UNRWA in 2000.

The adult literacy rate exceeds 90%, and approximately 85% of the population lives in urban settings. Lebanon is experiencing a demographic and epidemiological transition. The fertility rate is 2.9 children per woman, and the infant mortality rate is 32 per 1,000 live births, per 1999 figures. These rates are

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<sup>1</sup> These are preliminary budget figures for 2003, and are subject to revision in the course of 2002.

declining, while the life expectancy rate, 69 years at birth in 1996, is increasing. The population younger than five years of age is only 9.6%, lower than in the rest of the Middle East.

Non-communicable diseases are becoming more prevalent than infectious diseases in both urban and rural areas.

With a GDP per capita of about USD 5,000, the Lebanese economy has been severely damaged during the years of conflict and is still in a difficult situation due to the relatively unstable political environment, as well as the tensions between Palestine and Israel. The UN estimates that the total infrastructure and property loss from the civil war amounts to about USD 26 billion. The institutional and human resource losses were also a major contributor to the decline in the quality of life.

Unemployment is hovering at more than 30%, according to official sources. It is estimated that more than 200,000 professionals have left the country due to the difficult situation in their homeland. Economic growth in Lebanon is estimated at 1.5% in 2001 and is estimated to rise to 2.5% in 2002, which is significant from previous years that demonstrated negative growth in the economy (*The Economist*, 2000).

Although 10 years have passed since the end of the war, the future political stability of the country remains uncertain. This is mainly caused by internal tension, regional conflicts and a slowdown of regional peace negotiations. Large investments in infrastructure and reconstruction were not matched by equal investment in the social structure of the country. The major negative externalities were continued inflation, high and rising imbalances between wages and profits, and an increase in social tension. These factors resulted in an increased cost of living and a sharp decline in the quality of life..

The relatively high GDP per capita (about USD 5,000) does not ensure access to health and other social and welfare services for the poor. About one million Lebanese – more than one-quarter of the population – live on less than USD 620 per month per family. Of these, some 250,000 individuals live in absolute poverty, as defined by a family of five living on less than USD 306 per month. Regional disparities in income, which have long existed between rural and urban areas, have also continued. Also a large but undefined number of guest workers lacks access to social and medical services.

Because of the increasing vulnerability and poverty, lack of proper access to social and health services, and several areas that have an undeveloped infrastructure in terms of communication and services, the number of vulnerable people in Lebanon is estimated to exceed 800,000, which represents more than 30% of the population.

Through its various services, the Lebanese Red Cross Society (LRCS) provides direct support to more than 500,000 people per year. Services include ambulance and first aid, health care delivery, blood services, and support to children, handicapped, victims of trauma, and those living in difficult social situations.

Although the literacy rate (90%) is among the highest in the Middle East-North Africa (MENA) region, the rate of unemployment is as high as 30%. Access to health services is constrained by the fact that the poorer section of the population cannot afford to pay increasing fees.

In view of growing humanitarian and social development challenges, the LRCS intends to cooperate with others and conduct a more comprehensive vulnerability and capacity assessment (VCA) to sharpen its role in serving the most vulnerable. The society will work according to a more strategic and long-term development plan.

UNDP, UNICEF, WHO, UNRWA and the EU all operate relief and development programmes in Lebanon. UNDP is committed to building partnerships and strengthening national capacity, especially for economic and social development. The European Commission is involved in reconstruction and rehabilitation, social and economic development of the country, emergency assistance to refugees, and other development projects in co-operation with the government.

ICRC used to be responsible for the International Red Cross/Red Crescent activities in the previously occupied zone of South Lebanon. This area is presently supported by the co-ordinated services of IFRC, ICRC and the LRCS. UNDP is also facilitating a process of inter-donor co-operation. Donor agencies meet on a regular basis to discuss the overall priorities for post-war reconstruction. UNDP maintains a database of projects in progress. This process excludes projects targeted for the Palestinian refugee community.

## **National Society Priorities**

Founded in 1945, the Lebanese Red Cross Society delivers a wide spectrum of services such as first aid and ambulance services, primary health care (PHC) and social services, health education and blood services through a national network of blood banks.

Following the years of civil strife (1975-1992), the LRCS had to reorient its services toward post-war requirements. Subsequently in 1993, the Society established a long-term development plan to the year 2000. The plan was divided into a number of programmes, including upgrading primary health care services, first aid and ambulance services, blood bank services, nursing colleges, and a Red Cross youth programme. The plan did not however include any organizational or resource development components. An extension of the development plan is expected to take place in 2002 and will account for planning through to 2005.

The blood bank programme was nearly concluded in 1997. However a need for two blood banks and an internal network still remains. Since the mid-1990s, the primary health care program progressed significantly, making the society the single largest primary health care provider in the country. During the last three to four years, the decline in donor support has led to serious financial difficulties that forced the LRCS to reduce the size of its health services, however a positive reorientation toward community health services and activities was added. The general standards for equipment and staffing in all centres have been revised accordingly in order to ensure quality services and minimal operation costs.

In co-ordination with local authorities and other relevant partners, the LRCS will continue to have a leading national role in first aid and ambulance services, as well as providing blood bank and primary health care services. Nonetheless, LRCS will strengthen its position and continue to look to other areas where it will be able to play a significant role, such as in disaster preparedness, road safety, preventive health care services, and youth and volunteer activities, which are essential in order to promote humanitarian values among the new generation of citizens.

Based on the above, and in line with Strategy 2010, the LRCS intends to establish a long-term development plan that includes annual plans of action that will guide the society in reaching its objectives. Ensuring governmental support for national services is a priority objective for the LRCS in the upcoming development period.

## **Priority programs for Federation assistance**

Federation support of LRCS priority programmes according to Strategy 2010 will enable the society in achieving its objectives of improving the lives of vulnerable people by mobilising the power of

humanity. The core areas of Federation support include disaster response, disaster preparedness, health and care in the community, promotion of humanitarian values, and organizational development.

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# 1. Disaster preparedness

Programs include support to first aid and ambulance services, renewal of ambulances, recruitment and training of volunteers, awareness programs such as the road safety program and disaster preparedness in the communities.

## **Background and achievements/lessons to date**

Established as a full-scale national service during the civil conflict that lasted nearly 17 years, the first aid and ambulance service has for the last 25 years been at the forefront of LRCS services. The aim of this programme, which has about 6,000 volunteers and 150 ambulance vehicles operating in the different parts of the country, is to prepare for and be able to assist people who suffer a dramatic increase in their vulnerability due to a sudden disaster, crisis or conflict.

The programme provides 24-hour service and covers most priority needs across the country. Support services are, however, found within Civil Defense and some NGOs. The service is highly respected in Lebanese society due to the impartiality and efficiency demonstrated during the days of conflict. However, the contribution received from the government does not fully cover the budget, and there is a need for external assistance.

The highest priority for the LRCS is to still maintain and develop capacity through support from the authorities, NGOs and the Movement. An additional component will be the introduction of raising community awareness and public education, which will be implemented in co-ordination with the regional delegation.

In light of the political instability in the region, in which a potential for conflicts still exists, first aid training and service represents a major component of the disaster preparedness plan of the country. The first aid stations are receiving a significant number of medical cases that are treated on the spot and/or transferred to health institutions.

These services cover the entire territory of Lebanon. In 2002, more than 160,000 beneficiaries will receive care through emergency services and medical treatment at the ambulance stations and during home visits. Basic first aid training for nearly 20,000 individuals from all corners of the society will also be delivered.

In order to maintain a fully-updated vehicle fleet of 150 ambulances, the LRCS would ideally renew 20 vehicles per year by way of cost-sharing with the local committees of the LRCS. By introducing cost-sharing, the ambulance renewal aims at enabling the LRCS in gradually increasing its fundraising capacity for this purpose. This is part of a long-term resource development strategy that aims at economic sustainability.

Up to 70% of the budget in 2001 is supported by the Federation. The same cost-sharing will be maintained in 2002 when 11 new ambulances will be purchased. The cost-sharing arrangement will provide the LRCS and local communities with increasing opportunities and challenges toward fundraising.

The IFRC is now looking at promoting support for first aid training, enhancing the base for volunteers in the LRCS, and assisting in securing the quality and quantity of ambulance and first aid services. This support is co-ordinated with the ICRC delegation in Lebanon.

**Goal** The goal is to assist LRCS ambulance and first aid services with the renewal of ambulances and first aid training, enabling the staff and the volunteers to continue to strengthen the ambulance service on a national scale as part of the national society's important role in the area of disaster preparedness and response.

## **Objectives and activities**

**Objective 1** To ensure that the LRCS will maintain and further develop its capacity as the main emergency medical service provider in Lebanon through the renewal of the society's ambulance fleet in order to meet internationally accepted standards and requirements.

The following activities will be undertaken to achieve this objective:

- The LRCS will map the different local committees' economic indicators and establish a cost-sharing arrangement for the ambulance and first-aid service. The LRCS will evaluate usage of ambulances in each first aid station, including the number of rescue calls received, the average duration of each emergency response, the age and service status of each vehicle, as well as the size of the area covered by ambulance stations, and will thus identify and prioritize which ambulances need to be replaced.
- Standard Volkswagen ambulances will be purchased from the least expensive source and in accordance with international tendering practice, including purchase, reception, distribution and integration into active service by the end of 2002.

**Objective 2** To enable the LRCS to gradually increase its own fundraising capacity for ambulance renewal through sufficient public and governmental funding in order to cover capital expenses.

To achieve this objective the LRCS will initiate the mobilization of financial resources through their local committees and utilize the most appropriate manner of fundraising. The LRCS will manage funds for the project and provide information and reports to the Federation secretariat through the country delegation.

**Objective 3** To provide support for the recruitment and training of ambulance personnel and first aid trainers for the service itself and the national society as a whole.

Activities of this objective include the recruitment and training of first aid volunteers and training trainers in co-ordination with ICRC.

**Objective 4** To develop a qualified group of cardiopulmonary resuscitation (CPR) trainers for the benefit of targeted groups within the general public.

To achieve this objective the LRCS will train 150 trainers from all districts of the country in CPR.

## **Expected results**

- A total of 22 ambulances will be procured in 2002 and 2003.
- Each selected local committee will have generated a minimum 30% of the costs of one ambulance in the project period and, if necessary, with support from LRCS headquarters.
- The number of trained first aid volunteers will have increased by 10-15% through recruitment and training during 2002 and 2003.
- 150 CPR trainers will have been trained in 2002 and will provide educational updates for more than 15,000 selected citizens by the end of 2003.

**Indicators**

- The number of ambulances ordered will have been purchased and delivered on time.
- Fundraising in the LRCS through selected local committees will have been achieved according to priorities established by LRCS leadership.
- The number of trained first aid volunteers will have gradually increased.
- The CPR project will have been launched and received positively by the target group.

**Monitoring and evaluation arrangements**

The Lebanese Red Cross will have the overall responsibility for the implementation of the ambulance and first aid programmes in co-operation with the Federation country delegation. The IFRC delegation will provide an evaluation report on the procurement, cost-sharing and training, and the LRCS will provide a final evaluation report.

**Critical assumptions**

While the political situation in the country has been relatively stable since the end of the civil war, the potential for internal unrest and regional conflict is still very much present. Further developments in this respect might influence the implementation of the project and would ultimately justify the need for an upgraded and efficient ambulance and first aid service.

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## 2. Health and care in the community

Programs focus on support for primary health care and social activities in order to provide sufficient community-orientated medical and social services based on vulnerability and capacity assessments.

### Background and achievements/lessons to date

The LRCS, through its health care and social programs and network of trained volunteers, will strengthen its complementary role to authorities in the area of health and social services. The aim is to serve the most vulnerable by providing basic health services. This will be achieved through support to vulnerable people in the communities, through first aid services, health education and prevention, curative services, and social welfare support. The program will also focus on social welfare activities and services within the communities as a means to further support poor and vulnerable people.

To achieve this objective, LRCS operational capacities must be strengthened and the network of professional staff and volunteers must be expanded and restructured. This will enable the LRCS to tailor programs and make a positive difference in the health and social standards of vulnerable people in targeted and prioritized areas. This also implies working in partnership with the authorities, UN agencies, and other national and international organizations.

The medical and social department, in co-ordination with the Federation, has during the past years made a serious effort to establish a unified development programme for the 48 PHC centres that cover most of the Lebanese territory. This has been inspired by the national primary health care plan of the Ministry of Health. As a result of reduced external support and income, the program has during the past few years faced serious financial challenges, which has led to a reduction in services. One of the effects has been a focus toward a larger volume of activities at the community level and preventive activities rather than curative ones. The reduced external support and limited governmental contribution has created the need for a revised focus and a closer co-ordination with other health providers.

In line with the Strategy 2010, the focus will be geared toward human resource development that includes the most vulnerable people. The LRCS is committed to working toward self sustainability in these services, as it is with all areas of intervention

The medical and social services of the LRCS reach more than 270,000 beneficiaries on a national basis through curative services, health education, mother and child programs, school health activities, mobile clinics and family planning programs.

However, the nature and direction of the society's involvement in the health sector is one that requires evaluation to redefine the LRCS role within medical and social services and subsequently analyze how to adapt to future challenges in Lebanese society. The Federation is expected to provide technical support which will be used as a basis for a co-ordinated plan for PHC and related social services.

**Goal** The goal is to expand and consolidate PHC and social services to a broader spectrum of Lebanese society, emphasizing community orientation and self sustainability and targeting the most vulnerable of the population.

### Objectives and activities

**Objective 1** To contribute to the improvement of the health status of the target groups of the vulnerable by implementing a health education programme through the PHC centres.

To achieve this objective the LRCS will develop a health education program that is co-ordinated with the authorities and other health education providers. The LRCS will continue and improve programs on mother and child care by providing specialized training to the staff and necessary equipment for the program.

**Objective 2** To provide care for small children of single-mother households in order to give them the possibility to secure a threshold of income.

To achieve this objective, in areas where the service does not exist, LRCS will establish two nurseries in the previously occupied zone in South Lebanon for children younger than school age. Nurses and pediatricians from the health centres will perform checkups.

**Objective 3** To improve income for the health centres as a means for further development of the quality and quantity of services and activities.

To achieve this objective the LRCS will increase clinical services with minimum fees paid by patients by establishing ophthalmology and dental care where these services are not available. The LRCS will ensure the continuation and improvement of PHC services by providing necessary equipment for the centres according to standards defined by the Ministry of Health.

**Objective 4** To perform an evaluation of the set-up of the PHC and social services as a basis for operational adjustments in co-ordination with the authorities and other health care and social service providers.

To achieve this objective the LRCS will conduct an evaluation of current services, with external guidance and expertise, and assess the potential for revision of objectives, contents, structures. The LRCS will develop a set of needs assessment tools for the PHC and social services and subsequently identify the most vulnerable groups for social support by the LRCS.

**Objective 5** To computerize medical and social services and to use the new national health care software provided by the Ministry of Health.

To achieve this objective the LRCS will seek computer training for personnel. Staff will also be trained on relevant software as required at LRCS headquarters and at the local level.

### **Expected results**

- By the end of 2003, the LRCS health care and social welfare program will offer co-ordinated and comprehensive PHC services and social activities where the services are not sufficiently available to the public.
- By the end of 2003, medical and social services will have launched a resource development program that allows staff to perform the activities with continuity and sustainability.
- By the end of 2002, the LRCS will have developed its activities to a stage of development such that the national society will be an important provider within preventive health care for children nationally.
- By the end of 2003, the launch of a social support program will have generated positive progress in terms of improving the living standards of select groups of single mothers.
- By the end of 2003, the health centres will have been effective in utilizing the computerized program from the Ministry of Health.

### **Indicators**

- An increasing number of curative and preventive health services will have been provided through the LRCS.
- An increasing trend toward sustainability with increasing financial income from the health centres as well as from the public and the authorities will be realized.
- Increased co-ordination between LRCS, the Ministry of Health and other health care and social welfare providers will be achieved.
- Health and social status among the targeted groups of the vulnerable will improve.

### **Monitoring and evaluation arrangements**

The program will be monitored by the LRCS through the medical and social department with technical support from the International Federation, as required. An evaluation of the social and health care services and structures as a whole will be conducted during 2002-2003 by LRCS with technical support from the Federation as required. Also, an analysis of the overall results will be performed every six months in co-operation with the medical and social department and the Federation delegation.

### **Critical assumptions**

- There will be no resistance from the society to implement structural changes and reorient the primary health care policy to include preventive services and activities.
- There will be no lack of funding nor an insufficient number of professional staff related to the health centres.

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### 3. Promotion of humanitarian values

The LRCS will disseminate Red Cross and Red Crescent Fundamental Principles to strengthen the role of youth and adult volunteers through various activities, training, and material support.

#### **Background and achievements/lessons to date**

The overall aim of the program is to ensure that the volunteers and staff of the society understand and act on the basis of the fundamental principles and the humanitarian values of the Movement. The dissemination and promotion of humanitarian values, coupled with the exemplary practices of the staff and volunteers, will have a ripple effect by positively influencing the behavior of the communities they work with, an aspect which will in turn, enable the society to galvanize popular support from the authorities and the general public at large.

The youth department in the Lebanese Red Cross is conducting a training series to stimulate central and local activities where young volunteers from all youth clubs get together and discuss humanitarian issues as a basis for developing positive social spirit among the youth and to facilitate their effective participation in a variety of humanitarian and social development work.

During and after the 17 years of civil war, the backbone of emergency and social activities has been provided by the first aid volunteers, who are mainly youth. It is vitally important to consolidate this tradition among the youth all over the country and focus on the children, as they are the future.

LRCS has received a piece of land in the Falougha village overlooking Beirut, which will be developed as a multipurpose youth centre for training, education and recreation and serve as a meeting place for all staff and youth and adult volunteers of the society. The sustained engagement of the youth in humanitarian activities of the Red Cross provides an opportunity for youth to contribute toward useful social goals, instead of a route that can lead to less productive and socially harmful practices.

The youth department of the LRCS, in close co-operation with other departments and services of LRCS, will reach a vast majority of the general public of the country through its various activities and campaigns. The youth and volunteer structure will engage in the promotion of humanitarian values and assist the public relations department and other services in disseminating Red Cross/Red Crescent Principles.

- The youth will activate most of its 1,200 members as part of the children's festival that involves nearly 10,000 children from all corners of the society.
- The LRCS will reach several hundred youth through camps, and 150 will receive leadership training.
- Specially-trained youth teams will visit reformatories and jails, and the 25 youth clubs will engage in care for the handicapped.
- Nearly 1,000 university students will engage in traffic awareness campaigns.

**Goal** To develop and increase youth activities and the number of youth members and volunteers within the LRCS in order to enhance community development. This is coupled with the dissemination of the Fundamental Principles and the humanitarian values of the Movement.

#### **Objectives and activities**

**Objective 1** To assist and empower youth in building capacities by engaging them in a variety of activities that can help develop positive attitudes and leadership skills.

To achieve this objective the LRCS will train youth in leadership and management skills, including team building and dynamics, communication skills, and planning techniques. The LRCS will establish summer camps for children and youth in all areas of the country that have activities dealing with children's education, crafts, games, songs, culture, first aid and the Fundamental Principles.

**Objective 2** To enhance community development in health and social services in co-ordination with other services in the local communities.

To achieve this objective, the following will be pursued:

- Co-ordination includes educational and recreational activities for children and youth through camps, leisure activities and involvement with health care, social activities for handi-capped and elderly, prison and reformatory visits, participation in disaster preparedness programs and annual festivals.
- The LRCS will take active part in campaigns related to environmental, blood donation, health, road, sea and snow awareness. Cultural activities such as conferences, lectures, exhibitions related to humanitarian issues and human rights will also be organized.
- Accompanying reading and registering tapes for blind students will be made available

**Objective 3** To develop fundraising activities in order to finance the projects established for youth as part of the resource development strategy of LRCS.

To achieve this objective the LRCS will organize concerts with committed artists who will perform at no cost and hold functions, whereby cultural events would offer opportunities for fundraising for youth and volunteers. The society will also organize exhibitions and sell drawings, paintings or crafts made by the elderly, the handicapped and youth. The LRCS will engage media and the private sector as resources.

**Objective 4** To organize annual youth camps and the supporting infrastructure in a national and international context.

To achieve this objective the LRCS will promote youth camps in general and will especially support the development of a national activity centre for LRCS on the available donated land in Falougha near Beirut.

**Objective 5** To further develop twinning projects and international youth exchange within partners in the Movement.

To achieve this objective the LRCS will perform activities agreed upon in the twinning and youth exchange agreement with the Norwegian Red Cross.

**Objective 6** To strengthen the image and knowledge of LRCS as a humanitarian organisation through its public relations strategy in order to increase official and public support of its services and activities.

To achieve this objective the LRCS will establish a long-term public relations and information plan with the involvement of the society volunteers and staff and upgrade and improve the existing web site. The LRCS will design, print and distribute materials that promote the services of LRCS and disseminate the Fundamental Principles.

**Expected results**

- By the end of 2003, the principles and the humanitarian values of the Movement will have been effectively disseminated among the volunteers and staff of the national society as well as among the general public
- By the end of 2002, the youth clubs will have been more actively engaged and an increasing number of youth will be working at headquarters and the branches.

By the end of 2003, two to three annual youth camps will be established with national, regional and international participation.

**Indicators**

- The service of youth is recognized as a key input to the capacity building of LRCS.
- The youth camps are established as planned.
- The youth services are appreciated by the local communities in Lebanon.
- The image of the LRCS will be enhanced within Lebanese society, specially among the youth of the country.

**Monitoring and evaluation arrangements**

The LRCS will support and perform follow-up of the youth programs and activities through the youth department in co-operation with the Federation delegation where applicable. An annual activity report will be issued to the Federation covering youth activities that have been part of the co-operation agreement.

**Critical assumptions**

- Political and security issues will not hamper development within the national society to the extent that it will be forced to change its priorities and directions.

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## 4. Organisational development

The LRCS will engage in the organizational review process, analyze the challenges and opportunities of the society, and pave the way for the overall objective of performing according to well-functioning national society standards.

Establishing a comprehensive resource mobilization programme for the LRCS will be a priority in the upcoming planning period of 2002-2005. The cost-sharing arrangement started in 1999-2001 will continue. The short-term objective is to ensure that an appropriate fundraising strategy has been developed through 2002. The long-term objective will be to further improve LRCS capacity by profiling its activities among the population, maintaining and improving its positive image, and by developing a fundraising strategy in order to allow the society to become self-reliant for most of its regular activities.

The ICRC has a long history of supporting the LRCS since the outbreak of the national conflict in the mid-1970s. This support made a significant impact on LRCS first aid and ambulance services, as well as the medical and social structures, especially in the previously occupied zone in South Lebanon. Due to the changing situation in Lebanon, especially after the Israeli withdrawal from South Lebanon, ICRC has changed its support strategy toward LRCS with a focus on areas such as IHL and dissemination activities.

The LRCS intends to broaden its donor support base by engaging other national societies and potential donors, such as the UN, NGOs, and embassies, and by increasing the authorities' support for services provided on a national level, such as the ambulance and blood bank services.

### **Background and achievements/lessons to date**

The organizational development program is guided and inspired by the Federation framework for national society capacity building as part of Strategy 2010. The process of organizational development is based on the support and participation of the members at all levels of the Lebanese Red Cross Society with a long-term perspective and commitment.

The main aim of the organizational development process is to enhance the capacity to mobilize support and to carry out its humanitarian mission in terms of improving the lives of vulnerable people by working with governmental and non-governmental organizations.

The LRCS has been providing humanitarian services since 1945 with a high degree of excellence under difficult circumstances, especially during the civil war. The national society has however been affected by the post-war division and struggle between the main components of power within Lebanese society. As a consequence, the society has, since 1992, had a governing body directly appointed by the Lebanese authorities through executive decrees.

This is not in accordance with the society's own statutes and Federation Governance Guidelines. In addition, this practice disenfranchised the volunteers and other members of the society, as they have little or no leverage or influence as to how the society is governed or managed.

Fully aware of the need to rectify the situation, the leadership of LRCS is now committed to establishing a general assembly of elected representatives from the local committees. Efforts are also being made to broaden the membership base of the national society. The important first steps in this direction were taken during the spring and summer of 2001. Preparing for elected governance is a

critical factor that determines the degree to which the LRCS can achieve the objective of performing as a well-functioning national society. Ensuring a well-defined statute that encourages and increases active participation of volunteers and members is, among others, a major area of concern.

The IFRC delegation has offered the necessary technical support to facilitate the process by assigning an organizational development delegate to work with the national society. Building upon the momentum created to date, the Federation delegation, in co-operation with the regional delegation, will continue to work with the national society in meeting its overall objective to work as a functioning national society in its effort to improve the lives of the most vulnerable.

**Goal** LRCS will develop its organizational capacities in order to enhance the utilization of its human and financial resources and thus perform as a well-functioning national society and improve its services to the most vulnerable.

## **Objectives and activities**

**Objective 1** To assist the LRCS in its effort to work as a well-functioning national society based on a comprehensive, long-term plan that leads to the development of a country assistance strategy (CAS).

To achieve this objective the national society will be assisted in developing and implementing a long-term development plan for the period 2002 - 2005 based on national society priorities, the characteristics of a well-functioning national society, the self-assessment of the society, and Strategy 2010.

**Objective 2** To work toward improved governance by attracting a broader membership base.

To achieve this objective the national society will be supported in addressing the challenge of countrywide membership recruitment based on a well-defined strategy. The national society will be assisted in conducting a general assembly that will provide the forum for the society's elected base for LRCS statutes and the Federation's governance guidelines.

**Objective 3** To assist in the computerization and training processes at headquarters and the branch level in order to optimize communication at all levels in the society.

To achieve this objective the computer materials and training on basic software and specialized programs will be obtained according to the needs of headquarters and the local committees.

**Objective 4** To support the establishment of more efficient relations and improve coordination with authorities and other relevant partners.

To achieve this objective the LRCS will work with the authorities to determine the appropriate structures and contents of services for first aid and ambulance services, health care and social services. The society will work to strengthen and expand working links with other local and international agencies in order to widen the network of co-operation and co-ordination

**Objective 5** To assist the national society in increasing the development of a unified volunteer base that covers activities in all services. This is to be performed in a manner that encourages effective participation of volunteers and beneficiaries.

To achieve this objective the national society will be supported in developing a unified policy toward volunteering and enhancing the focus on youth as a foundation for future volunteerism within the various services of the society.

### **Expected results**

- By the end 2002, the national society will have improved its characteristics as a well-functioning national society, as assessed and verified through Federation assessment tools (CAPI).
- By the end of 2002 or beginning 2003, the national society will have been working with a committed governance structure elected through a general assembly in accordance with statutes and internal regulations.
- By the end of 2002, the national society will have established and launched a long-term development plan through to 2005.
- The national society's public image will be positively enhanced with increasing support from the authorities and the general public and by a growing number of volunteers.
- By the end of 2002 or the beginning 2003, the LRCS will have established a resource development strategy as part of its long-term development plan and a corresponding plan for financial management and public relations activities.
- By the end of 2003, the national society will have established Internet connections and trained selected staff on computers benefiting a minimum of about 75% of the local committees.

### **Indicators**

- The organizational development process will have continued in co-operation with the Federation according to the objectives and plan of action established through the organizational development program in 2000-2001.
- The society's volunteer and membership base will have been consolidated with the dynamics created through newly-elected governance officers.

### **Monitoring and evaluation arrangements**

Periodic self assessment will be conducted by the national society as part of the ongoing organizational development process and in relation to the characteristics of a well-functioning national society. The main task of monitoring will be performed by the LRCS and through its various departments based on the specific policies and plans of action for each area of activity.

Additional monitoring and evaluation will be carried out through the Federation in close co-operation with the LRCS.

### **Critical assumptions**

- Adverse political developments will not affect the priorities and progress of the program.
- The general assembly and the elections will take place as planned.
- The long-term development plan will be established and launched creating the basis for a country assistance strategy (CAS).

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## 5. Co-ordination and management

### Background and achievements/lessons to date

The country delegation in Lebanon was established in 1992 and has since facilitated Federation support of the Lebanese Red Cross Society, as well as the Lebanon and Syria branches of the Palestine Red Crescent Society, PRCS/L and PRCS/S.

Initial country delegation activities supported the development of the capacity of the LRCS through a wide range of activities, such as the ambulance service, first aid training, blood banks, and volunteer activities.

From 1994, PRCS/L was given support to restructure its health care set up. A full renovation of five hospitals that covered the first and secondary levels of hospital care, as well as a full renovation of nine health centres related to the refugee camps in Lebanon, were realized.

Response to the appeal for PRCS/S has been minimal, and only minor support has been given to hospital renovation and the renewal of hospital equipment for the three PRCS/S hospitals in Damascus and Homs.

The Federation activities in Lebanon are gradually moving away from hardware support toward primary health care, institutional development, youth and volunteers, human resource development and, as such, assisting PRCS in securing quality performance of services.

Assistance will be required through the assignment of delegates and extensive regional level co-ordination.

The services provided to the partners -- the LRCS, the PRCS/L and the PRCS/S -- requires professionalism and continuity that can be obtained through close co-operation with the regional delegation in Beirut. Such assistance will be needed for successful development of institutions, allowing for an increase in service efficiency.

The need and demand for organizational development is huge, and the potential for positive Federation contribution is at hand for several years to come.

**Goal** The goal is to initiate, develop and contribute to the capacity building of the LRCS, the PRCS/L and the PRCS/S, and to promote the participation of support from partners within and outside the Movement. Co-ordination with the ICRC, national and international NGOs, will be conducted in the context of Strategy 2010.

### Objectives and activities

**Objective 1** To facilitate the capacity building of the LRCS through disaster preparedness, health and care, organizational development and the promotion of humanitarian values.

The following activities will be undertaken to achieve this objective:

- Further development and implementation of a two-year plan of support for LRCS ambulance services will be implemented. The plan includes support for vehicles, technical equipment, first aid training, and financial participation from local districts of the society. Analysis and support of the

PHC service will help sustain services and widen the scope of activities in a community-oriented context.

- The continuation of an organizational development program will promote the principles and practises of a well-functioning national society.
- The LRCS will promote humanitarian values through support, guidance and development of youth and volunteer activities throughout the country. A high degree of close co-ordination and co-operation with the executive level of the society will be necessary.

**Objective 2** To facilitate capacity building of PRCS/L and PRCS/S through the society's programs in disaster response, health and care, institutional development, and promotion of humanitarian values.

The following activities will be undertaken to achieve this objective:

- A high degree of promotion of PRCS/L and PRCS/S needs will be maintained to support the societies' main task as health providers in an environment of daily challenges faced by the refugee community.
- The LRCS will support the development of PHC services and its centres with a wider scale and dimension of activities. The LRCS will also follow up on the human resource development program as outlined in the four-year training program for 2000-2004.
- The society will initiate youth and volunteer activities as a means to promote humanitarian values and participation within health and social services.
- The LRCS will co-ordinate with UNRWA and other partners of PRCS/L and PRCS/S.

**Objective 3** To provide professional guidance and co-ordination to the societies as part of the implementation of Federation-supported programs.

To achieve this a highly professional delegates and field officers will be assigned as counterparts to the national societies and assist in the implementation and evaluation of Federation-supported programs.

**Objective 4** To promote and communicate the potential for development of the societies within the region, the Movement, and to other local and international partners.

To achieve this the delegation will actively inform national societies and NGOs about the objectives of the societies through the annual appeals, bilateral contacts, written material, copies of projects and other available materials.

**Objective 5** To perform as a country delegation in a regional context that includes co-ordination of common objectives through the regional delegation in Amman.

To achieve this the delegation will establish effective lines of information and communication with the regional delegation in Jordan, sharing the delegation's annual plans of action and programs in progress in Lebanon according to established working modalities. Interaction with professional delegates within the region will also serve as a resource base for program implementation in the LRCS and the PRCS/L.

**Objective 6** To increase and maintain a high degree of professional country delegation performance both internally and externally.

To achieve this the delegation will set standards for professional performance through communication, proper job descriptions, and daily management of its affairs. The delegation will offer educational opportunities for delegates and local staff within the Federation context.

### **Expected results**

- The objectives set by the national society and the country delegation in Lebanon will be successfully implemented and positively evaluated.
- Donor support will be given to the appeal and other Federation-supported activities.
- The country delegation will be fully funded, covering the annual core costs according to the budget.
- The interaction between the country delegation, the national society branch, and the regional components of the Movement will result in the improved quality and efficiency of the implementation of programs.
- Visual signs of added value to the national society and country delegation performance will be observed during the appeal period.
- The main objectives outlined in Strategy 2010 will be achieved during the period.

### **Indicators**

- The Federation and the country delegation role will have been given positive attention by the national societies and other external partners.
- The LRCS and the PRCS/L will have developed their capacities within the core areas of Strategy 2010.
- The sustainability of the LRCS will show positive growth throughout the period.
- The health programs within LRCS and PRCS/L will show an increased community-oriented profile.
- Activities and contributions of youth and volunteers will have gradually strengthened within PRCS/L.

### **Monitoring and evaluation arrangements**

The degree of achievement will be analysed quarterly and annually through the IFRC reporting system on a regional and Secretariat level. Continuous communication and follow-up with the LRCS and PRCS/L will be part of the daily routine of the country delegation, focusing on the project objectives and activities.

Workshops and other sessions will be conducted that include direct dialogue between the supported national society branch, the regional delegation and the country delegation. Field visits will be performed on a regular basis to both national society branches.

### **Critical assumptions**

The success of the country delegation depends on financial and human resource capacities and performance, in addition to responses from the LRCS and PRCS/L.

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<b>PROGRAMME BUDGETS - 2002</b>								
Delegation LEBANON LRCS								
<b>PROGRAMME</b>	<b>Disaster Prep</b>	<b>Disaster Resp</b>	<b>Health &amp; Care</b>	<b>Human. Values</b>	<b>IDRD</b>	<b>Reg. Co-operation</b>	<b>Co-ord. &amp; Mgmt</b>	<b>TOTAL</b>
Shelter & Construction	0	0	0	0	0	0	0	0
Clothing & Textiles	0	0	0	0	0	0	0	0
Food & Seeds	0	0	0	0	0	0	0	0
Water	0	0	0	0	0	0	0	0
Medical & 1st Aid	0	0	44'000	0	0	0	0	44'000
Teaching Materials	30'000	0	0	17'600	8'800	0	0	56'400
Ustensils & Tools	0	0	0	0	0	0	0	0
Other Relief Supplies	0	0	0	0	0	0	0	0
<b>Subtotal Supplies</b>	<b>30'000</b>	<b>0</b>	<b>44'000</b>	<b>17'600</b>	<b>8'800</b>	<b>0</b>	<b>0</b>	<b>100'400</b>
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	385'000	0	0	0	0	0	0	385'000
Computer & Telecom	0	0	0	5'280	0	0	0	5'280
Medical Equipment	0	0	279'000	0	0	0	0	279'000
Other Capital Equipment	0	0	0	0	0	0	0	0
<b>Subtotal Capital</b>	<b>385'000</b>	<b>0</b>	<b>279'000</b>	<b>5'280</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>669'280</b>
Programme Management	36'436	0	33'321	6'667	10'668	0	9'587	96'679
Technical Services	10'907	0	9'975	1'996	3'193	0	2'870	28'941
Professional Services	12'096	0	11'062	2'213	3'541	0	3'183	32'095
<b>Subtotal Programme Support</b>	<b>59'439</b>	<b>0</b>	<b>54'357</b>	<b>10'876</b>	<b>17'402</b>	<b>0</b>	<b>15'639</b>	<b>157'715</b>
Warehousing/Inspection	0	0	0	0	0	0	0	0
Transport & Vehicles	0	0	17'600	8'800	0	0	4'979	31'379
<b>Subtotal Transport &amp; Storage</b>	<b>0</b>	<b>0</b>	<b>17'600</b>	<b>8'800</b>	<b>0</b>	<b>0</b>	<b>4'979</b>	<b>31'379</b>
Delegates & Expatriates	10'000	0	20'000	0	20'000	0	69'269	119'269
National Societies and Local Staff	0	0	44'000	3'520	40'400	0	20'972	108'892
<b>Subtotal Personnel</b>	<b>10'000</b>	<b>0</b>	<b>64'000</b>	<b>3'520</b>	<b>60'400</b>	<b>0</b>	<b>90'240</b>	<b>228'160</b>
Travel & Related Expenses	0	0	0	7'080	17'600	0	2'853	27'533
Information	0	0	0	17'100	18'800	0	950	36'850
Consultants	0	0	0	0	0	0	0	0
General Expenses	0	0	35'200	11'020	17'600	0	27'513	91'333
Training Workshops & Seminars	55'919	0	0	17'600	17'600	0	0	91'119
Security	0	0	0	0	0	0	0	0
<b>Subtotal Training, Information &amp; General</b>	<b>55'919</b>	<b>0</b>	<b>35'200</b>	<b>52'800</b>	<b>71'600</b>	<b>0</b>	<b>31'316</b>	<b>246'835</b>
<b>TOTAL BUDGET</b>	<b>540'358</b>	<b>0</b>	<b>494'157</b>	<b>98'876</b>	<b>158'202</b>	<b>0</b>	<b>142'175</b>	<b>1'433'769</b>