

Plan 2009-2010



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, the Lebanese context remains open to the consequences of internal divisions and regional tensions; this despite a wave of optimism in mid-2008 which saw the election of a new president and the formation of a national unity government. In 2009, Lebanon will face a parliamentary election which is expected to foster sectarian grievances surrounding the controversial debate regarding the position and role of the various factions in the Lebanese political system.

The impact of the political tensions as well as global fuel and 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, with the most recent one felt in the south of the country at the beginning of 2008. As a result, there has been an increased awareness of this potential risk and the need to improve community preparedness at all levels.

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.

Since 2006, the number of partners of the National Society has increased with particular attention drawn towards emergency preparedness and response capacity building. 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 emergency medical services (EMS) and the youth programmes.

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 2009 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 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 headquarters 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 RC 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 231 and 4,000 respectively.

The total 2009-2010 budget is CHF 1,434,086 (USD 1,310,864 or EUR 913,430). [Click here to go directly to the attached 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 Palestinians 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.

Nevertheless, the agreement failed to address controversial issues including the position of the Shia in Lebanese politics and the role of Hezbollah's (Shia political and militant group) armed status. Furthermore, clashes continued in isolated areas despite the agreement, fuelling speculation that the sectarian grievances will only continue into 2009, particular in the run-up to new parliamentary elections. This could further be fuelled by a growing belief within confessional groups that only well trained militias are a means of maintaining sectarian interests, this despite calls by the United Nations for the dismantling of all armed groups in Lebanon, including the Palestinian militias and the military wing of Hezbollah.

Triggers for future violence include a confrontational run-up to the parliamentary elections, increased regional tensions, the remote but potential for renewed conflict between Hezbollah and Israel,

increased tensions within the Palestinian camps, possible targeting of the international peacekeeping force, United Nations Interim Force in Lebanon (UNIFIL) and militia style attacks.

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 services. The focus on improving the quality of this service will continue to be a priority for support into 2009 and 2010.

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 the 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 difference 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.

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.

Despite a significant rate of emigration, Lebanon's population is considered to be young. According to statistics by 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, 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.

In sum, Lebanon boasts significantly better health and educational statistics and a lower poverty line than its neighbours; however, 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 4,000 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 contextual scenario has and will have significant impact on the focus of the Lebanese RC over the next two years. The majority of the resources in the past have been generated within the field of disaster response, in particular with Movement partners buying into a five year strategy developed by the EMS to improve the service delivery of its ambulance teams for daily operations as well as for

emergency response activities. This trend is likely to continue for 2009 but may reduce into 2010 depending on the evolution of the situation.

In the meantime, 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 as outlined under the section above. The process started in 2008 and progress was made towards completing a national strategy by the end of the year, providing all the necessary guidance on fulfilling its identified vision.

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 resource 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, finance 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.

Disaster management has in the past been closely identified with the ambulance service; however, more efforts by the Lebanese RC and its partners to increase the capacity of the youth volunteers to provide relief services, the medico-socio department to more efficiently use its mobile clinics and the improved service delivery of the blood bank has led to the development of a National Society emergency response plan to tackle an enhanced coherence during operations. While the 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.

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. This is expected to be a long process as it is closely linked to the local committee/branch roles and responsibilities.

HIV/AIDS remains one of the most significant 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 volunteers based in 34 centres. As assessment of the structure and the programme was prepared and presented, a process to redefine the strategy and vision for the youth will remain a key priority into 2009 and 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.

Despite the absence of a strategy, 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. Prior to 2006, there were few long-term Movement partners active in Lebanon apart from a representation by the International Federation and the ICRC. Since then, the partners have increased both within the Movement and externally. Based on a partner mapping, it is evident that most of the support is coming to the clearly defined strategy for the EMS. This momentum is at the core of ensuring the continued quality of the ambulance services but additional resources are required to support the National Society in its entirety. The development and finalisation of the strategy will assist in promoting the National Society activities as a whole in the future.

Partner Mapping

Partner	Programme Support	Estimated Duration
International Federation	National Society institutional capacity building through support to EMS, youth, logistics, medico-socio activities, communications, blood bank and planning.	2009-2010
ICRC	Support to emergency preparedness capacity and promotion of humanitarian principles through EMS, logistics, medico-socio activities, communications, and blood bank.	2009
Belgium Red Cross	Focus on EMS support to five year strategy, warehousing and promotion of fundamental principles and values through a youth programme (to be confirmed based on funding approved)	2009-2010
French Red Cross	Water and Sanitation activities with hygiene awareness project linked to the youth, training component for EMS (to be confirmed based on funding approved)	2009
Shoken Fund	Provision of funding for EMS communication equipment	2008-2009
Qatar Red Crescent	First aid training and equipment (to be confirmed)	
Swiss Agency for Development and Cooperation	Training and equipment for EMS five year strategy	2009-2010
CISP/Italian Cooperation	Training and equipment for EMS operations room	2008-2009
American Taskforce for Lebanon	Provision of ambulance vehicles	2009
Ministry of Health	Running costs for EMS, medico-socio activities, blood bank as well as administrative contribution	Annually
Iranian Red Crescent	Hospital management support - unilateral	Ongoing

In addition, the Norwegian Red Cross remains to be one of the longest partners of the National Society either through bilateral or multilateral contributions. This is expected to continue in 2009 and 2010.

Secretariat supported programmes in 2009-2010

The logframes on the respective Global Agenda Goals are available at the country representation upon request (please see the contact details in the end of the plan).

Disaster Management

a) The purpose and components of the programme

Programme purpose
To reduce the number of deaths, injuries and impact from disasters.

The disaster management programme budget is CHF 405,316 (USD 370,489 or EUR 258,163).

Programme component : Disaster Management Planning
Outcome: The ability to predict and plan for disasters to mitigate their impact on vulnerable communities, and respond to and effectively cope with their consequences is increased.
The Lebanese RC has completed its emergency response plan taking into consideration the capacities of all operational components of the National Society. Based on this, further assistance will be provided to develop the plan based on a disaster risk analysis to be completed in a selected number of districts in the country. A revised disaster management plan will be developed taking into

consideration the risk analysis, 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.

Programme component : Organisational Preparedness

Outcome: Capacity in skilled human resources and materials 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 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. This will continue into 2009 with the finalisation of the implementation of standard operating procedures at the headquarters level and dissemination to the local branches to encourage uniform usage of logistics procedures.

The EMS has a very elaborate security system. To compliment this, a standard security package will be developed and disseminated to all operational departments.

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 develop awareness programmes to improve community resilience particularly in high risk and remote areas. In addition, close cooperation will be maintained in terms of preparedness with actors in the south of country such as UNIFIL in order to have a holistic risk analysis.

Programme component : Disaster Response

Outcome: Disaster response assistance to meet the needs of those people affected by disasters 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 in 2009-2010, 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.

b) Profile of target beneficiaries

The target population of the International Federation supported activities remain similar to 2008 with the main focus being on the Lebanese RC network of 4,000 volunteers and the 12 senior staff members at headquarters level which are part of the disaster management committee. In addition, 60 newly appointed field disaster management coordinators will be targeted to ensure a coherent application of best practices. In addition, the National Society has identified three areas to be targeted for community activities; however, until the mapping is completed the exact number of families is not available.

Overall, within the current structure of the EMS, 80% of emergency calls are centralised through four operations centres, with additional response during internal clashes. For the first six months of 2007, the number of emergency cases handled by the volunteers amounted to 85,654, while for the first six months of 2008 this amount was already up to 117,423 cases.

c) Potential risks and challenges

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 undertake the needed community risk analysis 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.

Health and Care

a) The purpose and components of the programme

Programme purpose
To reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

The health and care programme budget is CHF 169,048 (USD 154,523 or EUR 107,674).

Programme component: HIV/AIDS
Outcome: Vulnerability to HIV and its impact is reduced through preventing further infection. Activities under HIV/AIDS programme component will build on the extensive efforts already made by the Lebanese RC to improve awareness and correct knowledge of HIV/AIDS transmission and prevention. This will be done through additional training of volunteers and increased participation of youth centres in global awareness campaigns with the end objective to change the behaviour of youth aged between 15-24 years based on accurate knowledge of prevention and transmissions while rejecting misconceptions. In addition, the programme will target selected pharmacies to improve the availability of condoms.

Programme component: Voluntary Non-remunerated Blood Donation
Outcome: Vulnerability of the community to unstable supply of blood units is decreased. Due to limited resources, the International Federation has mainly prioritised over the years support to blood donation campaigns during and around the World Blood Day. This will continue in 2009-2010. In addition, follow-up technical support will be provided to the establishment of blood donor database. The support will also be dependent on whether or not long-term support from other sources currently indicating an interest will be guaranteed in 2009.

Programme component: Community Based Health and First Aid
Outcome: Healthy communities able to cope with health and disaster challenges achieved through community based integrated health and first aid activities are increased. For community based health and first aid, the core of the programme support will be to strengthen the capacity of the National Society to develop, implement and report on activities addressing the needs of people living in remote areas unable to access the high cost health system. In order to achieve this, focus will be placed on integrating community based health interventions within the Lebanese RC dispensary system and create an outreach programme. Dissemination and a standardisation of community based health interventions will be the first phase of the programme support.

Programme component: Emergency Health
Outcome: Access to curative and preventive health services is improved in the target area. As part of a more integrated approach to disaster response, the Lebanese RC is focusing on building the capacity of its medico-socio staff to be complimentary in disaster response to the EMS. The aim is to ensure enough trained staff to raise the medical and service levels in the event of emergencies. The network of social assistants and medical doctors will be trained on basic public health in emergencies and together with the mobile clinics will form the backbone of emergency health and epidemic control complementing the ambulance services.

Programme component: Psychosocial Support Programme

Outcome: Access of people to social and mental health services is increased in order to reduce mental health morbidity, disability and social problems.

The National Society has for many years invested in developing its psychosocial support capacity. However, it has been difficult to identify how to manage a cross-departmental programme within the Lebanese RC structure. The development of a core psychosocial support programme (PSP) team has assisted in defining the role of PSP throughout the operations. The team aims to increase the PSP capacity to intervene in times of emergency by developing a rapid response unit to ensure increased access to civilians in times of crises. Furthermore, it aims to establish a referral system.

At the same time, the team will continue to provide psychosocial support to volunteers by making available a debriefing service and providing input on stress management techniques. In order to achieve this, the International Federation will provide resources to train RC volunteers in basic PSP, on rapid assessment techniques as well as provide assistance to ensure a set number of debriefing sessions are funded.

b) Profile of target beneficiaries

Within HIV/AIDS, the campaigns to ensure correct knowledge of HIV/AIDS transmission and prevention aim to target 8,000 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 5 July 2008) a total of 34,063 consultations of which 26,800 were female and 7,263 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 nine blood banks. In the first half of 2008, 9,379 units were collected and 8,977 units delivered. Over the years, the number of units collected and delivered has been increasing and the momentum now remains to ensure a continuation of this trend.

For the PSP, the main target will be the volunteer base of the National Society to ensure best practice and a wider understanding of psychosocial 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

The dispensary system is suffering from a lack of human and financial resources; however, it is also difficult to consolidate the network due to their historical link to the local committees and the communities. There is evidence of a need for the provision of low-cost consultations in rural and remote areas; however, it continues to be a resource challenge for the Lebanese RC which it intends to address over the next two years. In the meantime, for the PSP the main challenge is acceptance in the organisation of the activities as well as the assurance of the continuation of the programme as its place in the organisational structure is unclear.

Organisational Development/Capacity Building

a) The purpose and components of the programme**Programme purpose:**

To increase local community, civil society and Red Cross/Red Crescent capacity in addressing the most urgent situations of vulnerability.

The organisational development/capacity building programme budget is CHF 758,332 (USD 693,173 or EUR 483,014).

Programme component: National Society Leadership Capacity

Outcome: The National Society has approved and implemented basic statutes and internal regulations in order to develop and implement strategies to ensure good performance and accountability.

The Lebanese RC is committed to revising its statutes. In 2008, a statutes' drafting commission was established which developed a draft revision for consideration. This is expected to be presented to the joint commission in 2009. The International Federation will provide resource assistance for this purpose. In addition, 2009 is an election year for the Lebanese RC. The International Federation will assist the National Society to prepare and hold the elections. As part of the regular support, governance and management trainings will be facilitated to increase the level of understanding on the respective roles and responsibilities, as well as funding the annual General Assembly.

Programme component: Well Functioning National Society

Outcome 1: New financial and human resources systems and procedures are effectively applied.

In 2007, the Lebanese RC commissioned a review of its finance, human resources and information technology capacities and systems. Based on the recommendations of the review, new finance rules and regulations were put in place and new software requirements developed. In 2009, a continuation of the support is envisaged to assure the full implementation of the new finance system at the headquarters level but also down to the branch level if possible. In addition, if resources are available, the human resources component will be addressed.

Outcome 2: Systems to manage and deliver programmes at grassroots level are improved as per a structural adjustment in the youth department.

A structural and programme review was initiated in 2008 for the youth department of the Lebanese RC. Follow-up of the recommendations will continue in 2009 with the aim of improving clarity of the role and responsibilities of the youth within the organisation and as such improving impact and visibility of the activities at local, regional and headquarters level.

Programme component: Nation wide coverage of grassroots units and services

Outcome 1: Efficient membership and volunteer management systems are in place.

While the Lebanese RC can boast a substantial volunteer and membership base, a more centralised approach to the management of the two has been prioritised by the organisation in order to maintain membership and volunteer numbers and potentially increase the latter by 10%. A centralised system will aim to verify and control membership enrolment and management.

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

As part of the youth structural review, the 34 youth centres will be targeted to standardise needs assessment and planning tools aiming to increase the ability of the unit to more selectively and effectively target beneficiaries. In addition, support will be provided to develop standard volunteer management covering core areas such as volunteer recruitment and retention.

Programme component: 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 on a strategic planning process in 2008 which was due to result in a national strategy by the end of the year. In order to continue the work, further dialogue on developing capacity to assess community needs and provide relevant analysis particularly at the grassroots level will be maintained.

Outcome 2: Headquarters staff and branch level programme leaders are 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, increased dialogue will be held to develop appropriate planning, monitoring, evaluation and reporting 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.

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 1 and partly 3. Activities with regards to the youth will cover 200 youth volunteers 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

While the structure of the Lebanese RC is unique in its diversity and ability to transcend all political implications within the context, it also provides a difficult structural environment for the management and governance to maintain a coherence and unified approach to systems and procedures. Any attempt to centralise systems and in particular information flow is seen with concern for fear of jeopardising the organisation's neutrality and impartiality. Furthermore, the financial independence of local committees from the headquarters also implies a certain lack of understanding for the need of global accountability within the National Society.

Principles and Values

a) The purpose and components of the programme

Programme purpose

To promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.

The principles and values programme budget is CHF 101,390 (USD 92,679 or EUR 64,580).

Programme component: Promotion of Fundamental Principles and Humanitarian Values

Outcome 1: Knowledge, understanding and application of the fundamental principles and humanitarian values (including non-discrimination, non-violence, tolerance and respect for diversity) within the Red Cross/Red Crescent is enhanced.

The Lebanese RC has several tools to promote the fundamental principles. The International Federation will continue to provide resources in particular for the printing and distribution of the newsletter. In addition, a dialogue will be initiated to develop a more systematic marketing tool not only to promote the organisation but also to identify various vehicles for promoting the RC added value in Lebanon.

In order to further ensure that there is a coherent application of the fundamental principles, support will be provided to develop a comprehensive volunteers policy including the formalisation of the gender perspective.

Outcome 2: The community or target population is sensitized to humanitarian values and is changing behaviour.

Based on the development of a comprehensive marketing tool, two new promotional materials will be developed.

Programme component: Anti-discrimination and Violence Prevention/Reduction

Outcome: Vulnerable communities are empowered with enhanced ability to combat discrimination, intolerance and violence.

In order to sensitise communities in particular to stigma and discrimination issues surrounding people living with HIV/AIDS, training will be provided to RC volunteers to undertake peer education initiatives at a local level through the 34 youth centres. In addition, the organisation of two promotional

campaigns around World AIDS Day will aim to fight stigma and discrimination within the population.

The Lebanese RC youth have for many years been assisting where possible young prisoners and adolescents in juvenile protection facilities to improve coping mechanisms. As a continuation of this programme, the youth will endeavour to have enhanced access to 10 Lebanese prisons and two correctional facilities to provide recreational activities as well as organise basic health and hygiene awareness sessions.

b) Profile of target beneficiaries

The awareness programmes of the Lebanese RC target an estimated 25,000 out of an approximate 744,000 youth in Lebanon of which 91% are urban. Through the prisons programme, the youth volunteers work with approximately 165 young male adults in correctional facilities and also provide general services to 1,500 male and 500 female prison inmates.

c) Potential risks and challenges

The main risk related to implementation remains the availability of the volunteer base to engage in the activities and the buy-in of the local centres to headquarters led activities. Through assuring dialogue between the headquarters programme staff and the local centres, the risk should be reduced in time. Furthermore, the need for a coherent and an integrated approach for the promotion of the fundamental principles are at times challenged by the diverse structure of the Lebanese RC.

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 2010. 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 organizational development, principles and values, and health and care, the programme officer will ensure a close collaboration with the National Society headquarters staff and volunteers on design, implementation and monitoring of programmes and activities. In addition, disaster management and logistics activities will be covered by the disaster management and logistics officer. In addition, one 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, is 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 (PNSs) active in country and the ICRC. A memorandum of understanding between the Lebanese RC, the International Federation and the ICRC has been developed to ensure appropriate coordination. In the meantime, exchange of information at a technical level through representation in technical committees also takes place on a regular basis.

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 Red Cross consists of the central committee with 46 members elected by the General Assembly of which 19 are women and 27 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.

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 and HIV/AIDS and the prison visitation programme. However, data collection 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's planned support for 2009-2010 is all 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 resource 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.

At a programme level, a capacity assessment of the medico-socio department and the initiation of the youth department structural and programme review aimed to provide the basis in 2009 for improved 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 year. 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	
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".	Global Agenda Goals: <ul style="list-style-type: none">• Reduce the numbers of deaths, injuries and impact from disasters.• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

Contact information

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