

Revised Plan 2011



Lebanon

Executive summary

The Lebanese Red Cross and the International Federation have reviewed their partnership for 2011 and agreed to focus on four main pillars that will build on the previous support in 2009-2010- governance and management, disaster management and health- and will extend support to two new areas of fundraising and volunteering development. The activities will be different in some areas and will be focusing more on the “how” than the “what”, bringing a significant organizational change process within Red Cross. The Statutes should be finalized and adopted in 2011, with more clarity on the roles of the governance and the management; a new strategic planning process will start by mid-2011 identifying a stronger vision and mission, using a participatory approach from all departments. Management skills and systems will be introduced slowly through a very innovative pilot project in the emergency medical services (EMS) department consisting of an IT integrated platform for management. Planning, monitoring, evaluation and reporting will be reinforced through a coaching system with an external specialized consultancy firm, strengthening further the role of the planning department as an important linkage with fundraising and resource mobilization. A fundraising strategy with the support of experts and specialists will be developed during 2011, where the experience of other Red Cross Red Crescent societies and Movement partners will be shared. Volunteering development will be tackled from various departments aiming at a better management of volunteers and a greater retention, but with a unified system and policy to support them.

Under the umbrella of a clear disaster management strategy tackling preparedness, response and development, the International Federation will continue to support two important projects: community based health and first aid (CBHFA) and community based disaster risk reduction (CBDRR). Through these projects, three regions are targeted which have been identified as the most vulnerable based on assessments in 2009-2010: Akkar, Hermel and Kafra. The total number of beneficiaries through these two community based projects is around 5,000, plus the volunteers and the staff who receive training and capacity building support to work with the communities. The main target population of the International Federation remains the staff and volunteers of the Lebanese Red Cross, through capacity building activities and organizational development.

The total 2011 budget is CHF **704,485**. [Click here to go directly to the attached summary budget of the plan.](#)

Country context

Lebanon today presents a paradox. On the one hand, it boasts a vibrant multicultural society with advanced technology and highly educated people, an active private sector, and a liberal and democratic political system. On the other hand, in the last thirty years, it has been plagued by civil war, external wars, military occupations and acute political uncertainty. More recently, its citizens have come together to achieve dramatic and relatively peaceful political change. Yet the country has also seen a rise in sectarian divisions and animosity which have manifested themselves in periodic street clashes in Beirut and around the country. These seemingly contradictory elements cannot be explained away as symptoms of external interference or deficiencies in the civic values of citizens. Rather, they are a result of complex and intersecting political, social and economic factors that are directly related to the

status of Lebanon's democratic institutions and system. They are also deeply rooted in the ways in which Lebanese citizens define themselves as Lebanese and the vision they have of their nations and state in a regional and global context.

In addition to the internal social and political struggles, Lebanon is central to the regional politics of the Middle East, being the base ground for many alliances and strategic positioning. The assassination of the Prime Minister Rafic Hariri in 2005, followed by the conflict in 2006, and at the Nahr el Bared camp in 2007, and the wide-spread clashes between rival factions in May 2008 have left the Lebanese population in a state of alert which fuels the public debates through the various media on a daily basis.

This situation of instability has a major impact on the work of the Lebanese Red Cross, its structure and its mode of operation. Although it has diversified its programmes in the last couple of years, the main service, which is also the branding of the Lebanese Red Cross, remains the Emergency Medical Services (EMS) which covers 70 per cent of the total ambulance services of the country. The EMS department is currently undertaking a review of its 5-year strategy with very challenging tasks in order to sustain the maintenance of its fleet and the recruitment of qualified and committed volunteers. Unless the whole National Society engages more proactively in supporting this essential service, from which most of the Red Cross's credibility and public image is derived, the achievements attained to date will not be sustainable.

Despite a shift in 2009, with the elaboration of a strategic plan for the first time, emphasizing the importance of investing further resources on community based programmes and development, there are several issues that remain crucial to address for the internal well functioning of the organization, but that are still very sensitive as they are a reflection of the sectarian strife experienced in the society in general. The Lebanese Red Cross is traditionally an organization that has benefited greatly from the contribution of dedicated volunteers who have been involved for most of their lives in serving the most vulnerable in their country. The resources have been raised locally, among the wealthiest figures of the community, contributing to the sustainability of the organization during many years. However, the level of activities and services required to fulfil the mandate and mission today, requires a new thinking and a professionalization of service delivery, through a more business approach to the management of human, financial and material resources. Competition among NGOs is high in Lebanon, funding from the government is being divided among different humanitarian organizations and donors are more oriented towards impact than ever before. This is why ultimately the development of the National Society is linked to its willingness, through its senior management and its governance, to embark on a forward looking journey of reform, striving to adapt its mission statement and vision to the humanitarian challenges and upgrading its management systems accordingly.

Lebanon is in a difficult situation for foreign funding as it is considered as a prolific country, with highly educated and skilled workers, with enough investment from the private sector and with a positive energy and resilience which makes the Lebanese creative to put forward innovative ideas. The cycle of wars within the last thirty years has put the Lebanese people in a situation where money comes with conflict and post war investment is automatically fuelling the economy; the Lebanese Red Cross has also lived on the same cycles with its donors and partners for many years.

The time has come for the Lebanese Red Cross to re-think its funding mechanisms and to develop a strategy that will allow more flexibility in their choices, but foremost less dependency on external financial support. Its partnership could thus be diverted from less financial to more technical kinds of relationship with the partners and change the dynamic by taking a more proactive role in the region and worldwide, making use of its expertise and experience.

Continuing the community development work would also give a new brand to the Lebanese Red Cross and show a more holistic approach in emergencies, which would be based on preparedness, risk reduction and long-term capacity building and development of the communities. This will enable the National Society to develop a new profile and image among the Lebanese population and reach new partnerships and new funding opportunities. This will also allow the Lebanese Red Cross to be present at all stages of a disaster, working on community resilience and contributing to building safer environments throughout Lebanon.

It is very difficult to find accurate data by gender and age in Lebanon as the government does not keep centralized statistics. Several organizations like UNDP, UNFIL, ESCWA and academic research groups have made several studies and recommendations to the government to address this issue of data collection. In general, it is believed that the population in Lebanon is ageing and many economic problems are occurring due to the exodus of young Lebanese who seek work outside of the country; men in particular have good opportunities for studying abroad. The demographic situation --is worrying as it is believed that 25 per cent consists of men, compared to 75 per cent women, due to the exodus of men outside of the country. This means that community development relies mainly on women. But still Lebanese women face challenges; in fact, the National Commission for Lebanese Women has identified a series of obstacles facing the Lebanese women including¹:

- discrimination, including work conditions and stereotyping;
- education, despite the high female enrolment rate, bias remains in choosing fields of specialization, with men dominating in more remunerative fields;
- decision-making, as women are not encouraged to participate in policy-making or decision-making for cultural reasons;
- lower incomes, as various surveys and studies indicate the salaries of women are lower than their male counterparts;
- economic activity, despite the relatively high educational level attained by a considerable percentage of women, some remain reluctant to participate in the economy;
- social network, women are hesitant to take advantage of social programmes available to them;
- Legal oversight, even though the Lebanese Labour Law does not discriminate against women, there is no mechanism for legal action in discrimination cases.

National Society priorities and current work with partners

Positioning Lebanese Red Cross on the public arena and developing partnerships

The last five years have been an eye opener for the leadership of the Lebanese Red Cross in identifying some of the gaps and the challenges the organization will have to face. The support from various partners, like the International Federation, the ICRC, the Belgian Red Cross, the French Red Cross, the Norwegian Red Cross, the Swedish Red Cross, the American Red Cross, the Canadian Red Cross and many more, have contributed to a shift of strategy. A partnership meeting took place at the end of 2009, where many of the challenges were discussed openly, mainly the sustainability issue.

Opportunities for the Lebanese Red Cross to develop further its partnership and auxiliary role with the government and working groups on climate change, disaster risk reduction, and road safety, the legal framework for emergency preparedness and response and health have also presented themselves. It has taken a lead role on many of these intergovernmental committees, increasing the confidence and trust the public authorities have in them. While an increase in programming has been noticed, the capacity of the staff and the volunteers to manage such a scale-up has been challenging for the organization. The greater visibility with new partners also comes with increased expectations from those partners. The organization needs to adapt its traditional practices to a more modern way of internal organizational management and donor relationship.

Focus of the International Federation support in 2009-2010

While ICRC and some partner National Societies have chosen to focus their support on the backbone department of the Lebanese Red Cross, the Emergency Medical Service, the International Federation has taken a complementary approach through the support of the Norwegian Red Cross, the Swedish Red Cross, the American Red Cross and the Swiss Development Agency. This focuses mainly on building the capacity of the Lebanese Red Cross in areas of management like finance, planning, reporting, communication, logistics, Statutes revision, branch development and volunteering. Several trainings were conducted, followed by close coaching from a highly dedicated International Federation team who had a good understanding of the issues and who targeted the most important ones.

¹ Lebanon Country Profile 2009, René Moawad Foundation (RMF).

Strategic planning and operational planning

For the first time in the Lebanese Red Cross, a strategic planning process took place in 2008 and 2009, leading to a strategy for the National Society. This process was an important step as it gave a common vision to the departments and initiated work across the departments. It was the end of a “silo” approach and the beginning of more integrated work. This overall strategic planning also led to operational planning at the department level. However, the change of strategy needs to be accompanied with a change of mindset, which is often the most difficult to achieve. There is still a lot of work to do with regards to building a culture of sharing information, integrating programmes, accountability to donors and monitoring of implementation. The International Federation is supporting the planning unit whose role is to help the departments in their day-to-day PMER activities and establish a culture of project/programme management. Internal changes in the planning department have unfortunately hampered the work but this problem should be resolved by the end of 2010.

Community Based disaster risk reduction

Mid-2009, a community based disaster risk reduction pilot project was initiated with the support of several donors and the Global Fund for Disaster Risk Reduction. This project was a first attempt to give a new perspective to disaster management, starting from the community level and involving different stakeholders from the local community, through the local authorities and Red Cross committees, to a national steering committee composed of the directors of each of the 12 departments in the Red Cross. This was supposed to bring the departments to work together more closely and understand each other’s role in disaster management and planning. The internal coordination has been challenging for many reasons, mainly due to the fact that the coordinator of this committee does not have official authority over the work of the departments. This relates to the structure and legal base of the Lebanese Red Cross where the position of secretary general has been vacant for more than ten years.

Community based health and first aid

Huge progress was also noticed with the community based health and first aid programme. Pilot projects in three locations (Hermel, Akkar and Kafra) started in 2009 and an International Federation regional training of trainers took place in Beirut at the end of 2009. The Lebanese Red Cross counts several experienced trainers who have been used for capacity building of other National Societies in the MENA region.

Statutes and internal affairs

Although there is some progress with the revision of the Statutes, this issue is still pending and the new Statutes have not been adopted yet. The internal affairs department is doing outstanding work in trying to get the ownership of the members and the executive committee on the terminology of the functions/positions, the legal implications and the structure that the new statutes might introduce as part of an important organizational change. This is not an easy task for the volunteers and they have been exemplary in the methodology they have used to convince the people about the necessity of such a change for the benefit of the overall organization.

Youth development

The Youth department has continued to implement the HIV and AIDS campaign with support from the International Federation. Towards the end of 2010, there has been a more concerted approach to link the *Youth as Agents of Behavioural Change* initiative with the current programme supported by the Belgian Red Cross on the disseminating humanitarian norms. The end of 2010 will see the youth review their strategy, their policy and their priorities during the National Youth congress in December.

Emergency Medical Services

A review of the five-year strategy of the EMS was undertaken by an external consultant in June 2010. This review underlines many challenges and issues that go beyond the EMS department only, but that are linked to the overall functioning of the National Society, its structure and its management. This review will be the basis of the International Federation review for 2011 as it contains several recommendations for International Federation involvement and identifies the focus areas for addressing core issues in Lebanese Red Cross development and capacity building.

Review of International Federation support to Lebanese Red Cross in 2011²

International Federation change of structure and capacity in Lebanon

From 1 July 2010, the International Federation's setup in Lebanon has gone through a review of its support to the Red Cross' activities, with an accompanying budget revision process. As these changes come into effect, the concerns of the Lebanese Red Cross management are being shared and a dialogue with the International Federation is ongoing. The change of management at the International Federation delegation in the country has had a significant impact on the National Society, which had grown accustomed to very close follow-up from the International Federation staff, guiding them in all the steps of programme management, reminding them of the procedures, asking them for reports, making sure cash transfer requests were filled and submitted on time. Issues and problems have occurred- late reporting, some confusion in the financial procedures for cash transfer and delays in submitting cash forecast, reduced follow-up on programme implementation and monitoring, and a lack of knowledge about funding available for each department- with the modified set up that need reflecting upon.

As well as providing food for thought to the International Federation on how it realigns its support to National Societies and the impact such changes do have, and hence the need for clear, timely communication, this situation has shown important gaps in the capacity of the Lebanese Red Cross staff to fulfil basic management tasks. This includes planning, reporting, finance and project management. There has definitely been major progress within the last five years in terms of planning and reporting, the International Federation was covering a lot of these tasks for them until recently. It has also shown that the staff and governance do not have a full understanding of the support chain between the back donor and the performance of their programmes as the International Federation was always playing the buffer role between it and its donors. It appears that many directors and heads of departments do not make the link between their capacity to plan, implement and report properly and timely on projects and programmes, and the requirements of the donors to renew the funding.

Review consultation process

Important discussions with the leadership of the Lebanese Red Cross have taken place in the second half of 2010 to review the Lebanese Red Cross-International Federation partnership and agree on changes to the approach of working together in 2011 and beyond. The funding of the International Federation in Lebanon is directly linked to the performance of the Lebanese Red Cross; the level of programmes it can implement determines the level of support that can be justified. A joint review of opportunities has been conducted with partners and donors in Lebanon since July 2010. Several consultations with departments of the Red Cross, their donors, ICRC and partner National Society have taken place during the last few months to sound out opinions on the role of the International Federation; on a possibly extended role to support partner National Societies work who are not physically present in Lebanon but who need to follow-up on the implementation of programmes; about playing a more proactive role in coordinating a consortium on community based programmes with partners and establish priorities that need to be addressed in Lebanese Red Cross and for which the International Federation can add real value among the other partners.

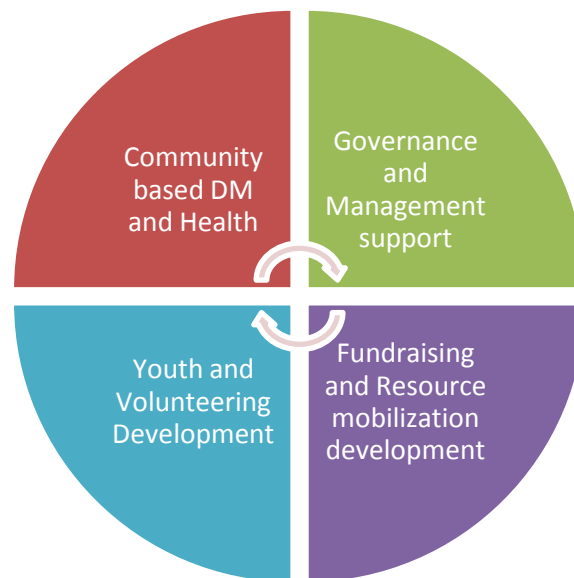
Several processes have been identified as opportunities not to be missed in the coming months. These would be the basis of an in-depth reflection for the Lebanese Red Cross and its partners, including the International Federation, on the way forward to sustain development in the current context:

- the roll-out of Strategy 2020 with a focus on enabling action 1 *Building Strong National Society*
- the elaboration of the next Lebanese Red Cross Strategy 2012-2016

² The methodology used for the review include background study of documents, plans and reports of the last year, study of the roll-out of Strategy 2020, briefing and discussions with LRCS leadership, representatives of the national and local governance bodies of LRCS and key partners and stakeholders both international and national. It is also based on discussions within the International Federation team in Lebanon and a analysis of financial status.

- the review of International Federation role and mandate in Lebanon
- the review of the 5-year EMS strategy and the implementation of the recommendations from the author and consultant of the review³

Following the consultation process, the International Federation and the Lebanese Red Cross propose focusing the International Federation's support in 2011 on four main pillars. This will build on previous work and explore new areas of support and approaches to working together. The four pillars are:



1) *Reinforce the competencies of the governance and the managers of Lebanese Red Cross in their respective roles and responsibilities*

- Professional coaching on planning, monitoring, evaluation and reporting (PMER)
- Support the new Strategic Planning process 2012-2016
- Modernizing management practises through an integrated IT solution
 - improve the management of staff and volunteers
 - decrease the administrative workload of staff and volunteer by automating all main processes
 - improve access of Lebanese Red Cross and Movement stakeholders to real-time data and facilitate the early identification of problems
 - facilitate the determination of a real-cost budget
 - harmonize the coordination and cooperation between the Lebanese Red Cross departments
 - Lebanese Red Cross EMS is on track to meet ISO 9000 requirements by end 2013
- Leadership development for middle and senior management and governance through the new partnership with Arab Open University in Bahrain
- Adoption and implementation of Statutes

2) *Elaborate and develop a holistic and mainstreaming strategy in disaster management*

- More synergy between the departments of the Lebanese Red Cross to plan for disaster preparedness and contingency planning
- Acceptance of the Lebanese Red Cross management and governance of a centralized coordination as the backbone of Lebanese Red Cross development
- Joint approach between community based health and first aid and community based disaster risk reduction

³ 1-4-0 *Responding to the call*, Midterm review of the Lebanese RC society – 5 year EMS Strategy, By Thomas Gurtner, Independent Advisor Humanitarian Affairs, July-August 2010.

- Strengthening of the local structures and branches
- 3) *Develop Youth and Volunteering as a unified identity for all volunteers of the Lebanese Red Cross (youth and non-youth)*⁴
- Volunteering policy which would include volunteers from all ages
 - IT management system for volunteers
 - Holistic approach with more focus on the *Dissemination of Humanitarian Norms* project funded by Belgian Red Cross, by becoming a financial and technical partner
- 4) *Develop a 5-year fundraising and Resource Mobilization Strategy with support from professional and experts*
- Hiring of a fundraising coordinator to develop a strategy with the support of professionals in Resource Mobilization
 - Coaching and peer support from a partner National Society over a period of 6 months, including exchange visits for knowledge sharing

This proposal may be reviewed in the beginning of 2011 according to the funding available and the second round of consultation during the Lebanese Red Cross' planning period. The current proposed activities are not detailed to leave some flexibility for further discussions until the end of 2010 with the departments concerned and during the annual planning in December. The activities are for 2011 only but are based on a long-term vision of a 3 to 5-year strategy, during which time the International Federation will determine a clear exit strategy with specific timeframe.

Support to Palestine Red Crescent branch in Lebanon

Throughout the consultation with partners, it has been raised many times that the International Federation in Lebanon should play a more active role in supporting the Palestine Red Crescent Society Lebanon branch. It is proposed to take the first half of 2011 to explore the best support model and engage a dialogue with Palestine Red Crescent Society headquarters in Ramallah to identify the needs of the branch in Lebanon and the capacity of the International Federation to support it. It is important that Palestine Red Crescent Society in Lebanon remains under the umbrella of Ramallah and continues to be part of the Strategic and operational plan of their headquarters. However, the reality is that it is not easy for people in Ramallah to travel to Lebanon to provide the necessary support to the branch. The International Federation in Ramallah, as part of their support plan to Palestine Red Crescent Society, would remain the focal point for the planning and reporting, but the International Federation in Lebanon could play an intermediary role on behalf of International Federation in Palestine. This would also help link the work and make them mutually benefit from common resources.

Secretariat supported programmes for Lebanese Red Cross in 2011

The benefits of the new approach that is being developed and is presented in this revised plan will see the Lebanese Red Cross:

- do more and better in working with vulnerable people
- have greater capacity and more sustainable resourcing
- have its members and volunteers be more active participants as they will be motivated, organized and supported
- be more effective auxiliaries to the government and more reliable partners to other humanitarian and development actors

⁴ See also the recommendations in the 1-4-0 *Responding to the call*, midterm review of the Lebanese RC society – 5 year EMS Strategy, By Thomas Gurtner, page 26-30.

Strategic Aim 1: save lives, protect livelihoods, and recover effectively from disasters and crises

a) The expected impact and components of the programme

Expected impact	Components of the programme
Effective preparedness capacities for appropriate and timely response to disasters and crises	Develop a disaster management strategy that will be part of the National Society's strategic plan for 2012-2016.
	Strengthen the disaster management network in the local branches.
Reduced deaths, losses, damage and other detrimental consequences of disasters and crises	Develop cooperation mechanisms for humanitarian coordination with other actors in Lebanon.
	Adopt a disaster management holistic approach involving all relevant departments of the Lebanese Red Cross.
Improved restoration of community functioning after disasters and crises	Emphasize the importance of national legal preparedness through appropriate agreements with authorities

b) Potential risks and challenges

The main challenge that the Lebanese Red Cross is facing is that the disaster management coordinator has two functions; that of EMS director and disaster management coordinator, and is consequently overstretched. The current coordinator has a very wide network of contacts at various levels including at governmental, academic, civil defence, community, international and with donors. This function of coordinating among the different departments will have to be recognized officially by the management and leadership of the National Society, otherwise, maintaining two positions at the same time will not be feasible and he will concentrate exclusively on the function of EMS director. Thus, developing disaster management will stop until a suitable candidate for this position is identified. This function needs to have a management authority on the other departments to bring cohesion and build a strong institutional disaster management approach.

Strategic Aim 2: Enable healthy and safer living

a) The expected impact and components of the programme

Expected impact	Components of the programme
Better personal and community health, and more inclusive public health systems	Continue and develop further the community based health and first aid program to reach more people in vulnerable areas
Reduced exposure and vulnerability to natural and human-made hazards	Finalize the pilot phase of community based disaster risk reduction project
	Prepare the phase two of the community based disaster risk reduction projects and extend the coverage to additional districts
	Implement micro projects according to the needs identified in different areas (climate change adaptation, road safety, water and sanitation)
Greater public adoption of environmentally sustainable living	Develop a framework for climate change adaptation awareness and mitigation activities in Lebanon
	Develop partnership with research institute and governmental platform on Climate change issues

b) Potential risks and challenges

The community based disaster risk reduction project is almost six months late in its implementation due to several internal and external factors. Donors are asked to extend the implementation period for the pilot phase one until mid-year 2011 in order to re-assess the projects and its objectives. A new project officer is currently being recruited based on different criteria and skills. If the partners do not accept to extend the pilot phase, the project will not get sufficient funding for 2011. The Lebanese Red Cross will have the take ownership of this project and integrate the officer in its own premises.

Strategic Aim 3: Promote social inclusion, and a culture of non-violence and peace

a) The expected impact and components of the programme

Expected impact	Component of the programme
Greater public support to the Fundamental Principles and reduced stigma and discrimination	Strengthen the linkages between the various initiatives of the Youth department with regards to Principles and Values.
Lower levels of violence and more peaceful reconciliation of social differences	Look at complementarities of programmes between partners like International Federation, ICRC and the Belgian Red Cross
Fuller integration of disadvantaged people into their communities	Develop further the awareness campaigns to new topics like exploitation, human rights, migrants and climate change. Develop strong partnership with other Youth organizations in Lebanon and new potential donors.

b) Potential risks and challenges

The Youth department needs to start looking at diversifying its partnerships in Lebanon. Many youth associations and organizations exist in Lebanon and are interested in funding or associating with the Lebanese Red Cross. The International Federation will focus on helping the Red Cross youth department develop new partnerships. This relies upon the Lebanese Red Cross being more open to getting partnerships outside of the traditional Movement partners.

Enabling action 1: Building Strong National Red Cross and Red Crescent Societies

a) The expected impact and components of the programme

Expected impact	Components of the programme
Greater capacity to respond to the needs continuously at local level throughout its country	Support the strategic planning process for 2012-2016
Sustainable and diversified income	Develop a fundraising strategy and plan
Credible governing and managing leadership	Support the legal base and Statutes implementation with clear distinction between governance and management functions Improve internal communication and accountability through a centralized management system Support management skills development through training opportunities for middle and senior management
Ability to attract volunteers from all ages and sectors of society through relevant work	Develop volunteering policy

	Develop volunteer management system
	Synergize the volunteering and youth development issues with a more holistic approach in recruitment and management of volunteers

b) Potential risks and challenges

Without addressing these issues at a broader institutional level, the strategy of Lebanese Red Cross is not sustainable. The lack of a joint and formalised vision for the National Society' future and the articulation of a broad based strategic plan will be crucial to consider during the next planning process. Interaction and coordination among the various services and departments of the Lebanese Red Cross will be necessary to achieve the above objectives. There is a need for a serious Fundraising strategy based on professional advices and experts from the Movement and private sector. If this is not taken seriously, the risks for Lebanese Red Cross to get into deep financial and sustainability issues are high with the next 2 years. A centralized volunteering Strategy will help managing and retaining more volunteers and having a harmonized approach to Volunteering management in Lebanese Red Cross. All of the above will require strong leadership and willingness for a change of mindset and practices.

Enabling action 2: Pursue humanitarian diplomacy to prevent and reduce vulnerability

a) The expected impact and components of the programme

Expected impact	Components of the programme
Greater access to help people who are vulnerable, and earlier attention to situations and cause of vulnerability	Develop stronger auxiliary role for Lebanese Red Cross toward Lebanese government
Deeper public, government and partner support, and more resources for addressing vulnerabilities	Encourage representation of the Lebanese Red Cross on several platforms and governmental groups of humanitarian discussion and cooperation
Stronger recognition of community perspectives in the International Humanitarian and development system and cooperation arrangements	

b) Potential risks and challenges

The fact that no proper Red Cross legislation exists in the country and that a major process on the revision of the Statutes of the National Society is underway, highlight the need for key issue to be tackled at the strategic level of the National Society, in a comprehensive fashion, reflecting not only internal statutory aspects, but the broader legislative framework required to protect the Lebanese Red Cross's work in Lebanon (emblem law, protection of the medical mission, nature and boundaries of Lebanese Red Cross's role as a humanitarian/relief auxiliary to its public authorities⁵).

Enabling action 3: Function effectively as the International Federation

a) The expected impact and components of the programme

Expected impact	Components of the programme
Stronger cooperation, coordination and support arrangements to deliver strategic outcomes	Encourage and facilitate peer-to-peer support in various areas of work and development of National Society systems and procedures

⁵ 1-4-0 *Responding to the call*, Midterm review of Lebanese RC society – 5 year EMS Strategy, By Thomas Gurtner, p. 32.

Improved planning, performance management and accountability	Support training of management in planning, monitoring, evaluation and reporting
	Support the development of an IT platform for holistic management of EMS services and extend to other departments of the National Society
Greater contribution to meeting vulnerable needs at global, national and local levels	Support the participation of Lebanese Red Cross in the Federation wide reporting system as part of the global pilot project

b) Potential risks and challenges

No specific risks or challenges identified in these activities.

Role of the secretariat

The zone has opened the position as a fully funded candidate to reduce the costs of the support role. If a fully funded candidate is identified for this position, the budget foreseen will be redistributed to the programmes.

a) Technical programme support

The International Federation Lebanon delegation has one programme officer who works 50 per cent supporting the Lebanese Red Cross programmes and 50 per cent on International Federation finance. The country representative should focus on organizational development issues like governance and management support, fundraising development and resource mobilization. It is recommended that the programme officer takes over the follow-up on CBDRR as it is linked to CBHFA and it makes more sense to have both programmes supported by the same person.

One of the most important roles for the secretariat is to coordinate the support for this revised 2011 plan by initiating partner National Society peer-to-peer support methodology and facilitating contacts with external consultants, as a complementary technical support. For example, the CBDRR project could benefit from the technical support of the Swiss Development Agency or from one of the partner National Society engaged in CBDRR in Lebanon. The Canadian Red Cross could provide technical expertise in resource mobilization and fundraising through a peer support agreement with clear terms of reference, this support could be extended over a period of six months with exchanges between the two National Societies and distance coaching. The International Federation would help through drafting of terms of reference and facilitating communication.

In planning and reporting, the Red Cross needs more than a few trainings to be able to reach the desired level by donors. It is proposed to develop a coaching journey with a specialized firm that would help to develop a learning plan for its managers over a period of six months. Coaching would be with the support of professionals who have a good knowledge of PMER applied to the non-profit sector.

ICRC in Lebanon has a very competent and experienced cooperation department. The cooperation delegate could provide technical assistance in certain areas related to the legal aspect of disaster management or auxiliary role of the National Society.

Road safety programmes within the CBDRR project could benefit from the technical support of the MENA road safety programme based at the International Federation office.

b) Partnership development and coordination

A consortium of Movement partners made up of the International Federation, ICRC, partner National Societies, the Palestine Red Crescent and the Lebanese Red Cross will be created to adopt a more coordinated approach to community development and community based programmes. This committee will be responsible for providing technical guidance to the concerned departments.

The support to the Youth department will be coordinated more closely with the Belgian Red Cross, who already support the priority programme *Diffusion des Normes Humanitaires*. To have a more coherent

and mainstreamed approach, the International Federation is also interested in joining the programme, which is in line with Strategic Aim 3 of Strategy 2020. Additional resources could be deployed from other National Societies in the region or from the secretariat in Geneva to support the Youth department in integrating *Youth as Agents of Behavioural Change*.

The International Federation will also put more time and effort into helping the Lebanese Red Cross to develop partnerships with organizations in various fields of work. Linkages with research and academic institutes on climate change, health, fundraising, community development and disaster risk reduction would benefit the Red Cross from a technical point of view and the academic institutions would gain from a field practical perspective. The American University of Beirut, the John Hopkins Institute, University St-Joseph, UNV and UNDP are just a few examples of the variety of potential new partners.

More interaction with the Palestinian Red Crescent branch in Lebanon will be encouraged through coordinating programmes and activities. Partner National Society working in Lebanon should be sensitive to this coordinated approach by encouraging both Lebanese Red Cross and Palestine Red Crescent Societies to work more closely together, especially on community based programmes.

Efforts will be made to consolidate the continuity and sustainability of the Federation's support capacity based on further review and analysis of the challenges and opportunities of assisting the LRC more effectively through a coordinated partnership in the implementation of Strategy 2020

c) Representation and advocacy

The International Federation in Lebanon is part of a crisis management group led by the Swiss government. Its role is to advise the Swiss ambassador on actions to be taken in times of crisis.

There have been some contacts initiated between the American University of Beirut and the International Federation this year and this should be developed further in the benefit of Lebanese Red Cross Youth and disaster management departments.

The International Federation representative plays an important role in humanitarian diplomacy through approaching embassies for funding and support to the Lebanese Red Cross. The new approach should emphasize the role of advocacy, to link the Lebanese Red Cross with potential new partners and promote their work at various levels and in different forums.

How we work	
<p>The IFRC's vision is to:</p> <p>Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.</p>	<p>The International Federation's work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"> 1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises. 2. Enable healthy and safe living. 3. Promote social inclusion and a culture of non-violence and peace.
Contact information	
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