

MAALB001

Lebanon

Annual Report 2011

**This report covers the
period 01/01/11 to
31/12/11**

*The annual youth congress of
the Lebanese R.C was
successfully conducted in
December 2011*



In brief

Programme outcome

The Lebanese Red Cross (LRC) continues to focus on implementation of organizational development and institutional changes to enhance the quality, outreach and impact of its services including emergency medical services(EMS) and other medico –social services including the services though blood baking and distribution .

The Federation supports the LRC in its efforts to consolidate and scale up its humanitarian and social services with enhanced capacities in strategic and operational dimensions including the following

- Governance and management effectiveness based on clearly defined roles and responsibilities as well as relevant skills and competencies

- Improved performance and accountability based on enhancement of staff/volunteer skills and competencies in planning, monitoring, evaluation and reporting
- Strengthening LRC capacities for sustainability and self-reliance based on sound fundraising and resource mobilization strategies and plans
- Optimal development and utilization of youth and volunteering resources based on consolidation and expansion of existing capacities with increasing protection, promotion and recognition.

Financial situation

The total budget in 2011 was CHF 300,000. Overall expenditure during the reporting period was CHF 80, 745 (27%) of the budget. The low level of implementation/expenditure has both internal and external causes

- Internally, the LRC lacks a strong central coordination unit which can ensure a coordinated and more effective planning and implementation of activities with the required level of follow up
- Externally, the Federation's in-country capacity was drastically reduced recently due to lack of funding, as more and more participating National Societies are increasingly turning towards bilateral engagement with the LRC.

Partners

- DFID supports the LRC through the Federation.
- Bilateral partners working with LRC include the NSs of Belgium, Germany, the Netherlands and Norway. The ICRC also works with the LRC in different areas of engagement .

Progress towards outcomes

Governance and management effectiveness based on clearly defined roles and responsibilities as well as relevant skills and competencies

Achievements

- The internal Affairs Department of the LRC, supported by the Federation, facilitated the training of LRC governance and management members from the 32 local branches
- Sixty eight participants attended the training which focused on consultation and evaluation regarding the impact of similar trainings conducted in the previous years.

- The training and consultation helped to improve the basic skills of the branch leaders with clarification of roles and responsibilities between the leaders and the managers. The recommendations from the discussion also helped to identify some key priorities to further develop the organizational capacities of the LRC. Communication between the HQ and branches as well as between volunteers and staff was identified as a key priority that needs to be addressed through subsequent efforts.

Challenges

- The main challenge relates to the lack of effective follow up and coordination to ensure that all the concerned leaders and managers address the issue of governance and management effectiveness as a matter of critical priority. As a result, not all the target groups participated in the training and consultation.

Key areas of focus in 2012

- Based on the experiences in the previous years, the LRC to be supported to ensure the required capacity for effective planning and coordination as an essential precondition for the success of all the efforts to enhance organizational and operational capacities.
- The focus on governance and management effectiveness to continue as a key priority with a strong orientation component after the elections in 2012

Increasing performance and accountability based on improved planning and management including financial management

Achievements

- Selected LRC staff and volunteers were trained on planning and management skills including training on monitoring and evaluation courses organized by the MENA Zone
- The financial guidelines of LRC (500 copies) were printed and circulated to the different local branches and departments of the Society at the HQ

Challenges

- The main challenges relate to the fact that there is no strong planning function that can centrally coordinate the planning of the Society as a result of which the different departments and branches continue to operate with little or no coordination

Key areas of focus in 2012

- Strengthening the planning and coordination function, especially at the HQ, remains to be a critical challenge to be addressed in 2012 in support of LRC efforts to enhance performance and accountability with increased efforts in the following key areas of focus

- Development of a comprehensive strategy highlighting the strategic priorities and implementation approaches within a well-defined time frame encompassing short, medium and long term perspectives. This enhances the possibility for the LRC and its leaders to articulate the vision and the directions after the election in 2012
- Development of focused operational plans for each sector in line with the strategic framework of priorities
- Capacity building including training of NS staff and volunteers on planning and management (monitoring, evaluation and reporting) including staff and volunteers at branch level and the different emergency medical services(EMS) Centres
- Enhancement of the financial management capacities at all levels in terms of facilities and development of skills and competencies

Strengthening LRCS capacities for sustainability and self-reliance based on well established fundraising and resource mobilization strategies and plans

Achievements

- Due to the vital humanitarian services the Society provided over the years, the LRC commands a very high degree of visibility with popular acceptance among the public at large. The positive image of the Society, together with the relatively high economic status of Lebanon compared to the other countries including the neighbouring countries, provides favourable conditions for resource mobilization from domestic sources with a possibility for building up capacities towards self reliance.
- To enable the LRC to realize effective utilization of the untapped potential through coordinated efforts, the IFRC is coordinating its support in this respect with the ICRC and the Norwegian RC, as they are also prepared to support the Society to address the challenge of resource mobilization from the domestic sources with the required capacity to ensure success and sustainability.

Challenges

- For many years, the LRC has been successfully attracting international support for its services and programmes. While international assistance remains an important component of the total funding portfolio, the need to dynamize the process with increased resource mobilization from domestic sources is a critical priority that fundamentally determines the degree to which

the Society can achieve the required level of sustainability. However, the shift of emphasis in favour of resource mobilization from domestic source represents a challenge in terms of thinking and practice.

Key areas of focus in 2012

- Continuing dialogue with the LRC stressing the importance of ensuring optimal utilization of the opportunities to raise resources from the domestic sources as a factor that determines success and sustainability. This is being pursued as a common area of concern for the LRC, IFRC, ICRC and the Norwegian RC
 - The Federation to support the Society to employ a local fundraising coordinator who will be working with an external consultant from the Norwegian Red Cross who will facilitate the process of assessment and development of a fundraising strategy
 - Initially the focus will be on the EMS Centre with a possibility to scale up the effort throughout the Society based on the results from the initial efforts

Optimal development and utilization of youth and volunteering resources based on consolidation and expansion of existing capacities

Achievements

- By and large, the success of the LRC, as a well function NS providing vital emergency health services, is a function of the exemplary role the volunteers(especially the youth volunteers) play in managing the services with a high degree of effectiveness and efficiency
- The youth volunteers also strive to improve their performance based on their strategy and plans which are collectively discussed and approved at the appropriate level including the national youth congress
- In the National Youth Congress held in December 2011, the strategy for the youth department and the annual plans were discussed. New procedures were also agreed after the review of progress and challenges faced by the youth centres.
- The annual congress also provides an important forum for communication and exchange of experiences

Challenges

- The challenge of ensuring uniform standards for volunteering including youth volunteers and other volunteers
- The challenge of ensuring a unified identity between the volunteers attached to the different departments and service sectors

Key areas of focus in 2012

The IFRC support to the LRC in 2012 will focus, mainly, on protection, promotion and recognition of volunteers at all levels of engagement. This will be based on a number of steps including the following.

- Assessment, analysis and knowledge sharing highlighting the contribution of volunteers in the different areas of engagement
- Assessment and analysis of needs, capacities and gaps leading to appropriate support (capacity building) to improve the organization and service delivery of the LRC volunteers

Working in partnership

- For many years, the LRC has been continuously and consistently working with the Movement partners including the IFRC, ICRC and Participating National Societies.
- While it is necessary to maintain and strengthen the partnership within the Movement, it is equally important for the LRC to broaden the relationships with other stakeholders: community organizations/civil societies/NGOs, governmental organizations as well as UN and other international organizations- to enhance its profile and performance based on broad-based influence and support

Contributing to longer-term impact

With improving performance based on governance and management effectiveness, improved performance and accountability, increasing capacities for sustainability / self-reliance, and optimal development and utilization of youth and volunteering resources, the LRC has a strong potential to achieve the following objectives

- To ensure adequate capacities to operate as a well functioning NS responding to humanitarian and social needs
- To contribute to community resilience and longer term development closely working with communities and their organizations

Looking ahead

- Working in line with Strategy 2020 of the Federation and the specific areas of support in 2012 and beyond, the LRC will be well positioned to continue the provision of humanitarian and development services with increasing quality, outreach and impact

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to 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.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

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 nonviolence and peace.

Contact information

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