

**DOCUMENT INFORMATION**

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**INTERVENTION INFORMATION**

<b>Implementing Secretariat body and host National Society</b>	<b>Lebanese Red Cross</b>	<b>Type of intervention (sector/area):</b>
<b>Expected start date:</b> 1/1/2014	<b>Expected duration:</b> 12 months	<b>Number of people to be reached:</b>
<b>Project Manager: Programme coordinator, LRC</b>	<b>Project Code:</b>	<b>Budget: 150,000</b>
<b>Partner National Societies with in-country presence in Lebanon including the NSs of Austria, Belgium, Denmark, France, Germany, (the) Netherlands, Norway, Spain, Switzerland and UK.</b>		
<b>Other partner organisations ICRC,</b>		

**1. Executive Summary**

The Lebanese Red Cross (LRC) continues to operate in a situation largely characterised by political instability and serial uncertainty. The protracted Syrian crisis and its cross-border is exerting additional pressure, not only in terms of complicating the peace and security situation in Lebanon, but also in terms of increasing the humanitarian challenges.

As a leading humanitarian organization in the country, the LRC is stepping up its efforts to support the increasing number of the Syrian refugees in Lebanon. It ensures the continuity and sustainability of its on-going services and programmes while responding to the growing humanitarian caseload.

- The flagship programme of the LRC - the Emergency Medical Services (EMS) - covers around 70 % of the emergency medical needs in the country.
- LRC's contribution, in terms of blood collection and distribution, accounts for more than 50 percent of the services provided in this field.
- LRC's multi-faceted mission focuses on saving lives and reducing suffering caused by disasters and crises. This will be done through risk reduction, preparedness and response

The National Society's success in service delivery is driven by a strong culture of volunteering anchored in a particular set of ethics and standards reflecting the Fundamental Principles and Values of R.C/R.C Movement:

- **Spirit and sacrifice** in terms of time, readiness and effort
- **Commitment** : delivering services in the most difficult circumstances
- **Neutrality/impartiality** serving all in need without discrimination
- **Discipline:** compliance with the RC/RC Principles, respect for the emblem/ focus on the mission
- **Responsibility:** fulfilment of the mission till its completion
- **Credibility:** quality performance and accountability that meets the required standards/ expectations
- **Positive public image:** sustained by playing exemplary roles in assisting the most vulnerable with a commitment to promoting human dignity
- **Diversity:** participation and contribution from all segments of the LRC to enhance the development of the LRC.

Based on reviews and evaluations of its programmes and services, the LRC has recently launched a comprehensive strategic framework, with a strong component of organizational reform, to consolidate and scale up its services with increasing impact, sustainability and self-reliance.

## 2. Background

### 2.1. Context

The 30 year Lebanese Civil War caused widespread destruction of the infrastructure. The country also suffered from external wars, military occupations and acute political uncertainty. However, Lebanon portrays a paradox and shows, on the other side of the scene, a vibrant multicultural National Society with advanced technology and highly educated people, active private and banking sectors and a liberal and democratic political system. This seemingly contradictory panel is the result of a complex and intersecting political, social, cultural and economic factors defining the Lebanese democratic system.

#### **Increasing challenges in humanitarian service delivery and National Society capacity building**

The cycle of wars within the last thirty years has put the Lebanese people and the LRC in a situation where money comes with conflict and post war investment is automatically fuelling the economy. The LRC has also lived on the same cycles with its donors and partners for many years.

Since the 2006 July war, Lebanon is witnessing a series of human-made catastrophes including the spill over effects of the on-going Syrian crisis.

The LRC has rapidly expanded its services and programmes while it is still relying on minimum human, material and organization capacities and resources. There is no system for fundraising apart from private non-regular donations and financial support from the Ministry of Public Health which is often affected by the economic fluctuations of the Lebanese economy and political jamming.

### 2.2. Initial assessment

With the increasing influx of the Syrian refugees (wounded and sick) to Lebanon, the LRC is facing increasing difficulties to respond to the increasing demands. The National Society relies on:

<ul style="list-style-type: none"> <li>• 2700 EMS volunteers,</li> <li>• More than 1000 active youth members,</li> <li>• 32 regional and local committees (branches)</li> <li>• 46 EMS stations /</li> <li>• 4 operation rooms</li> </ul>	<ul style="list-style-type: none"> <li>• 40 medico social Centers</li> <li>• 16 mobile clinics</li> <li>• 33 youth clubs</li> </ul>	<ul style="list-style-type: none"> <li>• 12 blood banks.</li> <li>• Orthopaedic workshop</li> <li>• 4 nursing institutes</li> </ul>
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In terms of strength, the Society has a clear mandate, good and transparent relations with the community and the various parties on the ground as well among its Movement partners. It also draws strength from its wide volunteering base in the provision of First Aid and related humanitarian services guided by the NIIHA approach (neutral, impartial, independent, humanitarian actions) and by the Geneva Conventions.

The main priorities of the Society focus on building up operational and organizational capacities to be able to sustain and scale up its services including disaster preparedness/response and community based health. The key capacity building areas of focus include governance and management, youth and volunteering, financial management and branch development with increasing capacities to contribute to community resilience and development

### 2.3. Situation analysis

Due to its credibility and its acceptance by all the parties and communities,, the LRC faces a growing demand for its services. With the Syrian uprising and the increasing fear of potential degradation of the security situation in the country, the LRC finds itself obliged to engage in a capacity building process that can ensure greater preparedness in the changing context. .Besides it is mandated by the Lebanese Government to provide several essential services, foremost among which are:

- Disaster risk reduction, preparedness and response
- Pre-hospital emergency care and patient transport
- Medical and social assistance
- Blood bank services
- Awareness and prevention campaigns

Traditionally, the Lebanese Red Cross is an organization that has greatly benefited from the contribution of dedicated volunteers who have been involved for most of their lives in serving the most vulnerable in their respective communities. However, the scale and diversity of the activities the Society is currently engaged requires a higher level of preparedness and organization with sustainable resource and increased level of performance based on more effective and efficient systems of governance and management.

#### **2.4. Analysis of solutions (development and selection of objectives)**

Following the recent election of Governance and the appointment of a Secretary General, for the first time in many years, the LRC is currently in the process of developing a comprehensive Strategic Framework seeking to achieve increasing impact, sustainability and self-reliance with a process of organizational reform.

The Strategic Framework re-sets the direction for the overall development of the LRC articulating the vision of the new Governance and Management to accelerate its development. It also aims to consolidate its lead as the premier, nation-wide humanitarian actor which is respected and accepted at national and international levels.

The Framework re-defines the two strategic priorities to enhance the LRC's services by maintaining a leading edge in preparedness and response and playing a complementary role in facilitating social wellbeing, community resilience and development.

- **Enhanced contribution to the mitigation of the humanitarian consequences of natural and human-made disasters and crises** with sustained focus on emergency medical and blood services where the LRC has built a strong foundation and operational excellence to play a lead role in the planning and management of these services. The growing needs in these areas, including the increasing number of Syrian refugees in Lebanon, requires the LRC to consolidate and scale up service delivery. This can be achieved building on the experiences and operational capacities developed over the years while leveraging the auxiliary role of the National Society to ensure sustainable support and impact.
- **Increasing contribution, in a complementary role, to the overall improvement of health standards and community resilience and development** with progressive reduction of vulnerabilities. Effective implementation of this will require the LRC to adopt broad-based social mobilization (in terms of human and material resources) working closely with communities and their organizations/civil societies enhancing the development efforts with increasing awareness and positive change of mind-set.

To ensure effective implementation of the strategic priorities, the framework highlights the key enablers in terms of organizational development and reform including the following:

- Optimal development and utilization of volunteering including holistic development of policies, strategies, plans and programmes to enhance the contribution of volunteers including youth volunteers in a well-coordinated and integrated organization and management
- Increasing performance and accountability including strategic and operational plans based on participatory and evidence-based processes. This will ensure the required achievement of results based on a well-integrated and coordinated approach to ensure coherence and alignment between the headquarters and branches as well as across the various sectors including services and organizational development/reform efforts
- Stronger positioning of the LRC with a new Red Cross Law consolidating the legal base and strengthening the auxiliary role to enhance services and organizational reform/development with more clearly defined and sustainable support from the Government; review of the statutes reflecting the new developments and changes including the lessons learnt over the years
- Robust resource mobilization including the development and implementation of a nation-wide fundraising strategy based on diversified sources with increasing focus on domestic sources
- Streamlined structure that clearly establishes the distinct, complementary roles and responsibilities between governance and management as well as between the headquarters and branches
- Coordinated partnerships strengthening multilateral/bilateral cooperation with all partners to implement the strategic priorities and the organizational reform efforts through coordinated partnerships based on effective communication and complementarity.
- Learning and sharing of knowledge/expertise based on the development of excellence centres in certain areas, such as EMS, volunteering, etc., in which the LRC has strong capacities and experiences to be shared within the RC/RC Movement and in a broader context.

- Sectorial strategies and consolidated, operational plans and budgets covering the subsequent phases of implementation with the first plan and budget to cover 2014/15 and the second to cover 2016/17 with a mid-course review at the end of 2015 and a final evaluation in 2018..

## 2.5. Target population and their participation

The programme, which primarily focuses on capacity building and organizational development, directly benefits the key stakeholders of the Society including members of governance and management as well as staff and volunteers at HQ and branch levels. As this is bound to bring about increasing efficiency, effectiveness, quality and outreach, the programme will also benefit indirectly the service beneficiaries (vulnerable communities) in terms of disaster preparedness/response as well in terms of health and social services

## 2.6. Coordination

The LRC works with several RC/RC partners including the ICRC and IFRC. Bilaterally, the National Society works with a number of Participating National Societies(PNSs) including the NSs of Austria Belgium, Denmark, France, Germany, Norway, (the) Netherlands Spain, Switzerland and United Kingdom. The presence of Partner NSs in Lebanon has recently increased due to the fact that most of their representatives linked to the Syrian emergency are often based and operate from Beirut. .

The services provided by LRC, in an auxiliary capacity, are well recognized and supported by the Government. The National Society also works with other collaborators and supporters including, the Swiss Development Cooperation, the UN Agencies and other national and international non-governmental organizations

## Overall Goal, Outcomes and Outputs

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>[Goal:]</b> : Sustained development of the LRC as a strong NS with increased support in implementing its strategic framework 2014/18	Progress review tracking the pace speed(rate) of implementation of the strategic framework 2014/18	Review/or evaluation reports	Stability in the overall security in the country and in the region
<b>[Outcome 1]</b> : Enhanced effectiveness and efficiency in service delivery with a well-functioning governance and management			
<b>[Output 1.1]</b> : Consultations/ orientations to achieve the required degree of governance excellence in the implementation of the strategic framework	# of meetings on the respective/ complementary roles between governance led by the President and the Secretariat led by the Secretary General	Minutes of meetings, reports	Shared understanding of the need to professionalize the organization and management of the LRC
<b>(Outcome 2)</b> : Optimal contribution of volunteers including youth volunteers in a well-coordinated and integrated <b>organization and management</b>			
<b>[Output 2.1]</b> : Support LRC in the effort to streamline the organization/management	% of LRC annual budget allocated to ensure effective use of volunteering including	Plan and budget for the development of volunteers	Increasing recognition of the critical role of the volunteers and

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
of volunteers including youth volunteers	youth volunteers by end 2013	including youth volunteers	youth in the development of the LRC
<b>[Outcome 3]</b> :Improved service delivery based on more effective, comprehensive and integrated planning and management based on the Fundamental Principles and Values			
<b>[Output 1.3]</b> :Integrated programming including volunteering, branch development, DRR, community –based health, promotion of human dignity, prevention of gender based violence, social inclusion, stability and peace	# of LRC services and programs based on integrated planning and management	Reviews, reports	Sustained commitment to working with and supporting vulnerable communities in a more integrated approach
<b>[Outcome 4]</b> : Sustainable service delivery with increasing capacities and resources			
<b>[Output 4.1]</b> :Development and implementation of fundraising plans in line with the strategic framework 2014/18	% of LRC annual funds raised from domestic sources	Plans, progress reports	Sustained support from partners to enable the LRC to achieve its objective of gradual self-reliance

### Activities and estimated costs

ACTIVITIES 2014	J	F	M	A	M	J	J	A	S	O	N	D	CHF
<b>Outcome 1:</b> Enhanced effectiveness and efficiency in service delivery with a well-functioning governance and management													
<b>Output 1.1</b> : Consultations/orientations to achieve governance excellence in the implementation of the strategic framework <b>2014-18</b>													<b><u>30.000</u></b>
i. Facilitate the orientation/consultation disseminating the basic principles and parameters defining the respective roles/responsibilities of governance and management													15,000.
ii. Facilitate training and development of management skills and competencies including planning and financial management skills													15,000

Outcome 2. Optimal contribution of volunteers including youth volunteers in a well-coordinated and integrated organization and management										<b><u>35,000</u></b>
<b>Output 2.1:</b> Support LRC in the effort to streamline the organization/management of volunteers including youth volunteers (structure, HR, training, systems)										
I. Policy and strategy update to enhance youth engagement : youth as leaders, as volunteers and as beneficiaries										15,000
ii. Strengthen the ways and means of volunteer recognition, promotion and protection including motivation/incentives										15,000
iii. Learning and development support for volunteers and staff including web-based learning										5,000
<b>Outcome 3:</b> Improved service delivery based on more effective, comprehensive and integrated planning and management based on the Fundamental Principles and Values										
<b>Output 3.1.</b> Integrated programming including volunteering, branch development, DRR, community-based health, promotion of human dignity, prevention of gender based violence, social inclusion, stability and peace										<b><u>40,000</u></b>
i. Strengthen capacities for integrated planning in line with the strategic framework 2014-2018(structure, HR, training, systems) including training on planning and management of integrated programmes										20,000
ii. Youth activities including training focusing on behavioral change (YABC)										10,000
iii. Develop case studies, knowledge sharing and exchange of experiences including best practices focusing on excellence models in key areas(EMS, volunteering, etc.,)										10,000
<b>Outcome 4:</b> Sustainable service delivery with increasing capacities and resources										<b>25,000</b>
Output 4.1 Development/implementation of fundraising plans in line with the strategic framework 2014/18										
i Strengthen capacities for fundraising - Employment of staff and training - Development and distribution of fund- raising guidelines										<b>25,000</b>
<b>Sub-total</b>										<b>130,000</b>
<b>Coordination costs + PSSR</b>										<b>20,000</b>
<b>Grand total</b>										<b>150,000</b>

### 3. Monitoring and Evaluation

Monitoring and evaluation will be done at all levels involving relevant HQ departments and branches. LRC will seek to improve its PMER infrastructure, with the support of the IFRC Zone office in Beirut. Monitoring and reporting tools will be revisited and staff will be trained accordingly. This will lead to the improvement of the overall programme quality. Half year and annual reports will be compiled and shared with the supporters and stakeholders, to show progress against targets.

#### 4. Capacity building and sustainability

The LRC has a potential to develop itself as a strong NS capitalizing on its existing capacities in terms of strong volunteering base and a long history of experience in service delivery. In particular, the successful implementation of the Society's strategic framework for 2014-2018 is expected to enhance the development of the LRC with increasing sustainability, impact and self-reliance.

##### 1. Budget

		Budget 2014	Comments
<b>Unit cost</b>	<b>Title</b>	<b>Total</b>	
	<b>TOTAL staff budget</b>		
<b>NON-STAFF BUDGET</b>			
<b>OUTCOME 1</b>	Enhanced effectiveness and efficiency in service delivery with a well-functioning governance and management		
<b>Output 1.1</b>	Consultations/orientations to achieve governance excellence in the implementation of the strategic framework <b>2014-18</b>	<b>30,000</b>	
<b>OUTCOME 2</b>	Optimal contribution of volunteers including youth volunteers in a well-coordinated and integrated organization and management		
<b>Output 2.1</b>	Support LRC in the effort to streamline the organization/management of volunteers including youth volunteers (structure, HR, training, systems)	<b>35,000</b>	
<b>OUTCOME 3</b>	Improved service delivery based on more effective, comprehensive and integrated planning and management based on the Fundamental Principles and Values		
<b>Output 3.1</b>	Integrated programming including volunteering, branch development, DRR, community-based health, promotion of human dignity, prevention of gender based violence, social inclusion, stability and peace	<b>40,000</b>	
<b>OUTCOME 4</b>	Sustainable service delivery with increasing capacities and resources		
<b>Output 4.1</b>	Development/implementation of fundraising plans in line with the strategic framework 2014/18	<b>25, 000</b>	
	<b>Coordination costs + PSSR</b>	<b>20,000</b>	
	<b>Grand total</b>	<b>150,000</b>	