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Lebanon

Annual Report 2014

 International Federation
of Red Cross and Red Crescent Societies

MAALB001

05/07/2015

**This report covers the
period 01 January 2014
to 31 December 2014.**

*Lebanese Red Cross Disaster
Management team registering Syrian
Women refugees in Bekaa Governorate,
Lebanon
Ibrahim Malla /IFRC*



Overview

The Lebanese Red Cross Society (LRCS) is striving to consolidate and scale up its services, including emergency medical services, following the increasing influx of refugees from Syria during the reporting period with the current estimate reaching almost 1.5 million refugees. The LRCS is stepping up to respond to the increasing humanitarian needs by providing vital support to the most vulnerable including the increasing number of Syrian refugees. In addition to expanding the scope of existing services to accommodate the increasing needs, the Society has also started to take on other actions including distribution of food, WASH and other supplies and services to the refugees. While the emergency medical service (EMS) represents a flagship programme covering up to 70% of the call for ambulances, the Society also plays an increasing role in other medical and social services including blood services which covers more than 50 per cent of the needs. The volunteers play a critical role in the planning and management of the humanitarian and social services the Society provides in the different areas of engagement. The Lebanese Red Cross (LRC) is making comprehensive efforts to facilitate the implementation of its strategic framework covering the period of operation between 2014-2018 while it is also stepping up its emergency response due to the recent influx of the Syrian refugees. With 2014 representing the transition phase, steady progress is being made preparing the ground for a full scale roll out of the strategy at the beginning of 2015.

Working in partnership

In recognition of the useful auxiliary role it plays, the Lebanese Red Cross attracts support from the Government to cover a significant part of the running costs for its services and programmes. The LRCS works with several Red Cross and Red Crescent partners including the Federation and the ICRC and the participating National Societies in country including the National Societies of Belgium,

Germany, Norway, the Netherlands, Switzerland, Canada, Sweden, Denmark, Austria, Spain, Iraq, UK, and France. The Society also works with several national and international NGOs and UN agencies.

Progress towards outcomes

This section should be structured under the IFRC secretariat's business lines.

Business line 1: TO RAISE HUMANITARIAN STANDARDS)

Output : 1.1 A contemporary understanding of the Fundamental Principles consistently demonstrated through action by all Movement partners.

Measurement			
Indicators	BL	Annual Target ^[1]	Year to Date Actual
1.1 # of NS contributing to the Movement wide initiative on Fundamental Principles (including breakdown of # NS per zone for geographical diversity)		1	1
1.1.1.# of LRC branches effectively using the Fundamental Principles to promote human dignity, social inclusion, psychological support, prevention of gender-based violence and the role of RC/RC youth as agents of behavioural changeator here		8	8
Comments			
This has been achieved by conducting 3 Workshops during 2014			

[1] Targets set the degree of improvement on each indicator required to achieve the objective. In order to set the target you need to know the current level of performance ("baseline"). **Please note that targets in red are cumulative.**

Output. 1.2 A Federation-wide databank and reporting system of factual National Society information is established and maintained

Measurement			
Indicators	BL	Annual Target ^[1]	Year to Date Actual
1.2a # of National Societies providing one or more of the following through FDRS: strategic plans, financial statements, and annual reports.		1	1
1.2b # of National Societies providing data on one or more FDRS key performance indicators.		1	1
1.2c # of National Societies providing data on all seven FDRS key performance		1	1
1.2.d. % of LRC blood banks/centres providing data on blood collection		70%	80%
Comments			
LRC has been providing reports according to FDRS. Almost 80% of LRC blood banks been providing reports.			

Output: 1.3. An organizational capacity assessment and certification process is established.

Measurement			
Indicators	BL	Annual Target ^[1]	Year to Date Actual
1.3a # NS participated in OCAC self-assessment.		1	1
1.3b # NS participated in OCAC peer review.		1	1
Comments			
Following OCAC process, LRC has taken up measures and activities to strengthen the organisation development.			
To enhance the overall progress and performance of the Society with increasing capacities in evidence-based planning and management, the Society has conducted a focused organizational capacity assessment			

[1] Targets set the degree of improvement on each indicator required to achieve the objective. In order to set the target you need to know the current level of performance ("baseline"). **Please note that targets in red are cumulative.**

using the global parameters of performance measurement established by the International Federation of Red Cross and Red Crescent Societies through the methodology of OCAC (Organizational Capacity Assessment and Certification). The key findings of the assessment were presented to and approved by the Board. The participants selected represented all components of the National Society (Board members, local and central governance representatives, volunteers, staff). LRC participants identified 72 out of 90 deficiencies in organizational capacities.

Following the workshop work started under the leadership of the LRC's Secretary General on how to best address these weaknesses and a development framework was prepared as a component of the LRC's 2014-2018 national strategy.

A second workshop to which all board members, directors and OCAC participants were invited was organized in April and facilitated by IFRC Secretariat Geneva and the LRC's Secretary General and the Facilitator presented the results of the January assessment as well as his recommendations. The Secretary General presented the Development Plan Framework.

That second workshop was the starting point for the development of a five-year development plan for LRC which has been sent to IFRC as a draft in July 2014.

- A Communication Advisor has been appointed by the Secretary General; all unauthorized social media pages are closed. Four different promotional films on LRC activities are produced.
- Assessment and Baseline for PMER development in LRC is established. Based on outcome LRC to develop the 3-year capacity building plan. The advisor will visit twice in the year to start the actual work.

Output 1.4 Volunteers and staff having essential competences to save lives and change minds, and performing specific roles in national societies.

Measurement			
Indicators	BL	Annual Target ^[1]	Year to Date Actual
1.4a # of volunteers and staff registered versus # of active (non-dormant) volunteers and staff registered in the learning platform		1000	1423
1.4b % completion rate of Red Cross Red Crescent essential online courses.		50%	50%
1.4f # of national societies adopting (and branding) the learning platform.		TBD	
Comments			
Out of 4,400 volunteers and over 200 staff, 50% of them have at least updated their knowledge through various training, workshops and online courses.			

Business Line 2: Grow Red Cross Red Crescent services for vulnerable people.

Output: 2.1 Robust essential preparedness, response and recovery systems are built.

Measurement			
Indicators	BL	Annual Target ^[1]	Year to Date Actual
2.1a % of NS with international disaster response assets.		-----	-
2.1a.1 % of LRC branches with basic disaster response assets		40	32
2.1b % of NS using standardized regional response assets.		--	-
2.1c # NS with contingency plans in place.		1	1
2.1d % emergency operations with beneficiary participation/communications approaches.		60%	60%
2.1e # of NS using Global Logistics Services		1	1
2.1f # of NS engaging in emergency and long term shelter interventions.		1	1
2.1. h # of NS's working with migrant and/or displaced population alone or in partnership with others.		1	1
2.1i % of IFRC emergency appeals that contain appropriate cash based programming.		30	30
2.1j % of emergency operations that are gender and diversity sensitive.		100%	100%
2.1k % of emergency operations that have mechanisms in place to address violence in disasters.		100%	90%
2.1l # of EAs that include a budget provision of 10% or greater for DP/DRR related activities		2	1
2.1m # of NS's providing emergency health services/including PSP to disaster/crisis affected population.		1	1
Comments			
<p>Currently there is just one EA implemented in Lebanon for Population Movement. Launched in October 2014, this Emergency Appeal seeks CHF 18,644,090 to enable the IFRC to support the Lebanese Red Cross and Palestinian Red Crescent Society – Lebanon branch to deliver assistance to some 415,000 people with a main focus on relief and winterization to ensure effective and efficient outreach to those affected by the Syria Crisis.</p> <p>EMS overhauled reporting system for Syria Crisis Response with standardized templates and</p>			

procedures meeting requirements of multiple partners. Two reporting officers recruited. Reporting workshop organized in June 2014. Under various IT activities, LRC has HR Alfa version completed and undergoing testing, Dispatch module online, Logistics module extension to DM ongoing, Blood bank module based on EMS software under testing. During the May, the LRC hosted the MAP meeting with the focus on Syria Crisis. Various RCRC Movement Partners and NSs involved in Syria Crisis participated in the meeting.

Output: 2.2 The Red Cross Red Crescent global disaster management system is further developed.

Measurement			
Indicators	BL	Annual Target^[1]	Year to Date Actual
2.2c % coverage of Emergency Appeals opened in the reporting year		70%	10%
2.2d # NS contributing staff to IFRC global and regional surge tools.		1	1
2.2e % of Notified events where RDRT/RIT resources were used.		50%	0%
2.2f # of people planned to be reached by international emergency response operations.		30,000	415,000
2.2g % of operations supported by GLS		60%	60%
2.2h # of large (>CHF 10 million) emergency operations where Federation-wide reporting is carried out.		1	1
2.2 i % of international disaster operations with a Humanitarian Diplomacy component budgeted for and implemented at onset of crisis.		50%	50%
Comments			
The number of people planned to reach as increased significantly due to the increase in need as the influx of refugees have escalated over the years.			

Output: 2.3 Sound operational security management structures and procedures are established and operating effectively, ensuring that IFRC operations and National Societies have good security awareness and are able to react to changing situations and circumstances in a timely manner.

Measurement			
Indicators	BL	Annual Target ^[1]	Year to Date Actual
2.3a: % compliance with MSR in IFRC operations.		100%	100%
2.3b: # of requests for support by National Societies in developing internal security policies, a security framework and implementation of MSR.		-	-
2.3c: # of operational planning task forces attended and plans/appeals that include security consideration		Security input provided to 100% of EA/plans	100%
Comments			
There has been close coordination among LRC, IFRC & ICRC in the security management and coordination.			

Business line 3: Strengthen the specific Red Cross Red Crescent contribution to development

Output; 3.1 Increased and improved Red Cross Red Crescent action for longer-term sustainable development.

Measurement			
Indicators	BL	Annual Target ^[1]	Year to Date Actual
3.1a # of cross-sectorial initiatives or framework ² developed towards holistic programming in the reporting year ^{002E}		2	2
3.1c # of NS implementing community health programmes using Community Based Health and First Aid (CBHFA) approach to strengthen community resilience.		1	1

3.1d # of National Societies with first aid training capacities matching international standards (national and branches).	1	1
3.1e # of National Societies implementing community preparedness and risk reduction programmes (any DRR, food security, nutrition, livelihood, climate change adaptation, or climate change mitigation activities)	1	1
3.1f # of beneficiaries reached (Direct and Indirect) through community preparedness and risk reduction programmes (DRR, food security, nutrition, livelihood, climate change adaptation, and climate change mitigation activities)	10,000	244,000
Comments		
The number of beneficiaries under the various programmes support has increased in many folds as the LRC has started these activities with getting additional support.		

Output: 3.2 Initiatives established that aim to heal divisions within communities.

Measurement			
Indicators	BL	Annual Target ^[1]	Year to Date Actual
3.2a # of NS with dedicated initiatives to reduce discrimination, social exclusion and prevent violence and xenophobia		1	1
3.2b # of NS implementing the Youth as Agents for Behavioural Change (YABC) initiative to promote social inclusion and a culture of nonviolence and peace through community outreach		1	1
3.3c % of LRC branches engaged in YABC		50%	50%
Comments			
The YABC activities are mainly implemented directly by the Headquarters as well as the branches are involved.			

Output: 3.3 National Societies strengthen their capacities to provide sustainable services to vulnerable people, thereby contributing towards the strengths of the IFRC and civil society.

Measurement			
Indicators	BL	Annual Target^[1]	Year to Date Actual
3.3a # NS supported to formulate, test and start implementing change plans.		1	1
3.3b # Urgent OD interventions for NS in crisis including failing NS		-	-
3.3d # NS with an RM strategy (including specific fundraising targets, dedicated resource mobilisation capacity and mobilizing their own unrestricted resources).		1	1
3.3e # NS with action plans in place to “cross the digital divide”.		1	1
Comments			
<p>A series of organizational development and capacity building efforts are also underway including the following:-</p> <ul style="list-style-type: none"> • Human resource development:- to be assessed involving external consultancy which will undertake independent analysis and provide recommendations for the way forward which is planned to kick off from July 22, 2014. • Financial management:- to be assessed involving external consultancy which will undertake independent analysis and provide recommendations for the way forward. Working group formed. • The statutes:- to be reviewed, involving external legal advisors and in consultation with the IFRC and ICRC, to strengthen the Society’s legal base and auxiliary role • Development and management of volunteers including youth volunteers:- a focal point assigned to assess the situation and develop the specific plans to strengthen the volunteering base of the Society including the youth volunteers in an integrated and consolidated approach • Planning and management to enhance quality and accountability:- terms of Reference established to assess and strengthen the planning, and management capacities, including monitoring and reporting capacities to enhance quality and accountability based on sustainable development of the National Society • Fundraising : assessment made and a focal point assigned to develop specific fundraising plans with a view to enhancing the prospect of self -reliance with increasing diversification of income from domestic sources • Governance and management :- focused consultation to be made involving governance and management with a view to developing consensus regarding the specific roles between governance and management to ensure effective implementation of the strategy with the required level of checks and balances 			

Output; 3.4 The Red Cross Red Crescent share of volunteering among all ages is expanded.

Measurement			
Indicators	BL	Annual Target ^[1]	Year to Date Actual
3.4a # people volunteering time in National Societies.		10,000	7,000
3.4b # NS with effective volunteer management systems in place.		1	1
Comments			
LRC is concentrating more on quality rather quantity. Hence, the number of volunteers was not achieved.			

Output; 3.5 Engagement of young people at all levels and in all services in National Societies increased.

Measurement			
Indicators	BL	Annual Target ^[1]	Year to Date Actual
3.5a # of NS with 1 or more young 4 person in a management position other than the youth department.		1	1
3.5b # of NS that has adapted youth engagement policy and/or strategy.		1	1
3.5c % of LRC branches working with updated volunteering/youth policies		32	32
Comments			
<p>A focal point has been assigned to assess the situation and develop the specific plans to strengthen the volunteering base of the Society including the youth volunteers in an integrated and consolidated approach. A working group has been formed, a project manager for volunteering has been recruited in June 2014, two working group meetings organized, project plan developed. A Youth Programme Coordinator has been appointed in March 2014. The first cycle Youth activities concentrating on ABC (Adolescent Benefiting Communities) was held in June. Each cycle concentrate on 3 days of Humanitarian Value, one day for Environment and one day for Youth and Health related activities. It is estimated that 430 youth benefited from these activities out of which 30 % were Lebanese and 70% were Syrian Refugees.</p>			

Business line 4: Heighten Red Cross Red Crescent influence and support for our work

Output; 4. 3 Resource mobilization capacities and efforts are scaled up to inspire more reliable contributions to the Red Cross Red Crescent.

Measurement			
Indicators	BL	Annual Target ^[1]	Year to Date Actual
4.3a % of annual coverage of approved budgets for development programmes supported through IFRC Secretariat		80%	50%
4.3b % of annual coverage of funding outlooks for development programmes supported through IFRC Secretariat		70%	60%
4.3c # of external donors providing funding through the IFRC Secretariat ^[1]		2	8
4.3d % of share of total income from external donors providing funding through the IFRC Secretariat		30%	10%
4.3e # of NS who have a dedicated RM staff member		1	1
4.3f # of NS who have a fundraising strategy		1	1
Comments			
<p>The contribution to EA & DOP are taken into consideration regarding external donors support. As there are many 17 bilateral partners in the country, funding coverage through IFRC is less.</p> <p>Corporate Fundraising officer recruited, fundraising workshop organized, Fundraising national strategy and policy developed, fundraising 2014-2015 project plan developed, Recruitment of first local fundraising officer to be launched next week, two corporate partnerships to be signed in August 2014, two members of fundraising team trained in Norway in June 2014, four members of fundraising team to participate in Skill-Share workshop in September 2014.</p>			

Business Line 5: Deepen our tradition of togetherness through joint working and accountability

Output; 5.1 Capacities and resources are shared to improve coherence, alignment and accountability within the IFRC.

Measurement			
Indicators	BL	Annual Target ^[1]	Year to Date Actual
5.1a # of NS who participate in Federation Wide Resource Mobilisation Strategy knowledge sharing networks (Communities of Practice, regional RM networks, global skill share, peer exchanges, etc.)		1	1
5.1b # of NS benefitting from the new ICT catalogue.		1	1
5.1d # of NS using the IFRC Strategic Framework on Gender and Diversity Issues (operational guide).		1	1
5.1e # of NS with a strategic plan in line with Strategy 2020.		1	1

Output: 5.2 The IFRC Framework for Evaluations is upheld for all secretariat funded programmes and activities.

Measurement			
Indicators	BL	Annual Target ^[1]	Year to Date Actual
5.2a # of evaluations posted on the evaluation databank on IFRC public website.		2	1
5.2b % of evaluation which are followed up by a management response.		60%	60%
Comments			
Only one evaluation has taken place during the year.			

Output; 5.3 The secretariat is seen as a competitive and well-functioning organization in support of IFRC governance and membership.

Measurement			
Indicators	BL	Annual Target ^[1]	Year to Date Actual
5.3b # of overdue donor reports.		2	1

Stakeholder participation and feedback

- The OCAC Workshop exercises has provided some insight on areas of improvement needed within the organization for the key personnel at the Governance and Management level. The youth activities have enhanced the communities and strengthened the cordial atmosphere among various communities. The activities implemented by LRC have helped boost up the image the LRC. It has also provided strengthen the network of LRC at the communities level in all parts of the country.
- In recognition of the useful auxiliary role it plays, the Lebanese Red Cross attracts support from the Government to cover a significant part of the running costs for its services and programmes.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
LRC has several bilateral partners in country as well out of country. This leads to individual requirements of the respective partners. Hence, LRC has challenges coping with the requirement.	M I H	Partners should be encouraged to maintain uniformity in requirements
Security situation remains volatile	M	MSR should be applied
With the influx of refugees in Lebanon due to the Syria Crisis, the need as well as the activities to support the refugees needs to be expanded. Hence, LRC has to stretch out its existing resources to address the problem.		Programme Management will need to be strengthened.

Lessons learned and looking ahead

- The OCAC process has been an eye opener for the LRC to analyse its strength and weakness. Eventually, LRC has been concentrating on the areas of improvement. By building on its foundation and capacities based on a strong culture of volunteering and increasing public trust and integrity, the LRCS looks ahead towards sustainability, impact and self-reliance with a process of reorganization and reform.

Financial situation

Click here to go directly to the financial report. This should be a link to your validated financial report in EpiServer's back office. Create a hyperlink with the following url modified for your specific report: [http://www.ifrc.org/docs/LTPF Process/LTPF/2014/MAALB001.pdf](http://www.ifrc.org/docs/LTPF%20Process/LTPF/2014/MAALB001.pdf).

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.

Find out more on www.ifrc.org