



LEBANON

IFRC network mid-year report, January – June 2023

12 December 2023

IN SUPPORT OF THE LEBANESE RED CROSS



32

National Society branches



399

National Society staff



13,000

National Society volunteers

PEOPLE REACHED

Ongoing emergency operations



225,000

Disasters and crises



8,000

Health and wellbeing



225,000

FINANCIAL OVERVIEW

in Swiss francs (CHF)

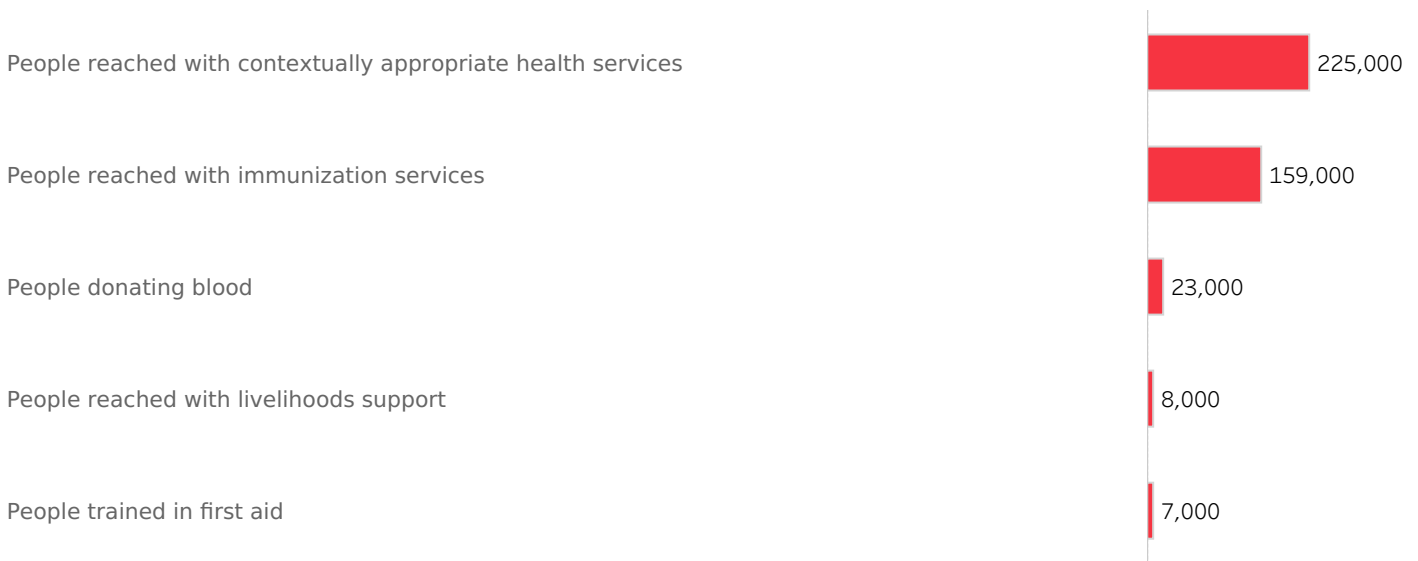
Total	Funding requirements	56.6M
IFRC	Emergency Operations Funding requirements	29.4M
	Emergency Operations Income	2.1M
	Longer-term Funding requirements	281,000
	Longer-term Income	281,000
Participating National Societies	Funding requirements	26.9M
	Income	18.3M

[Click here for more financial information](#)

Appeal numbers **MGRLB001, MDRLB010**

ONGOING EMERGENCY INDICATORS

MDRLB010 / Lebanon / Complex Humanitarian Crisis



STRATEGIC PRIORITIES

	People reached with livelihoods support	8,000
Disasters and crises	People reached with disaster risk reduction	Applicable data not available
	People reached per year with support services, in-kind, cash and voucher assistance for emergency response and recovery	Applicable data not available
	People reached with contextually appropriate health services	225,000
Health and wellbeing	People reached with immunization services	159,000
	People donating blood	23,000
	People trained in first aid	7,000
	People reached with psychosocial and mental health services	Applicable data not available
Values, power and inclusion	People reached with contextually appropriate water, sanitation and hygiene services	Applicable data not available
	People reached by protection, gender and inclusion programming	Applicable data not available

IFRC NETWORK SUPPORTED ACTIVITIES

National Society	Multilateral Support	Bilateral Support					
		Climate	Migration and displacement	Values, power and inclusion	Enabling Functions	Disasters and crises	Health and wellbeing
American Red Cross	●						
Australian Red Cross	●						
Austrian Red Cross			●			●	●
British Red Cross	●			●	●	●	●
Canadian Red Cross Society							●
Danish Red Cross				●		●	●
Finnish Red Cross	●						●
French Red Cross		●			●	●	●
German Red Cross		●			●	●	●
Italian Red Cross	●						●
Japanese Red Cross Society							●
Kuwait Red Crescent Society						●	●
Netherlands Red Cross	●				●	●	●
Norwegian Red Cross	●						●
Qatar Red Crescent Society			●			●	●
Red Cross of Monaco	●						
Spanish Red Cross							●
Swedish Red Cross	●					●	●
Swiss Red Cross							●
Turkish Red Crescent Society	●						

● Planned ● Supported

OVERALL PROGRESS

Context

Lebanon has been facing an evolving complex humanitarian crisis since late 2019, generating urgent, widespread and growing needs for assistance and protection. The devastating Beirut port explosions that occurred on 4 August 2020 compounded an ongoing economic crisis made worse by the COVID-19 pandemic. Notwithstanding such dire conditions, the country still hosts the highest per capita number of refugees worldwide. These conditions have made the road to recovery and resilience a challenging one on multiple fronts.

Lebanon's socioeconomic collapse has spiraled into one of the top three most severe economic crises the world has seen since the 1850s, [according to the World Bank](#). Over 80 per cent of people in Lebanon are [living in multidimensional poverty](#), which reflects deprivation across areas including healthcare, electricity, water, sanitation, transportation, connectivity and means of income. This represents a *doubling of the multidimensional poverty rate from 2019*.

One area of particular concern is accessibility and quality of healthcare. Lebanon's healthcare system is struggling to recover from the stress of the COVID-19 pandemic and prepare for future threats while the economic crisis continues to spiral. It has become more difficult to source previously subsidized medication; providers have had to cut operations due to reduced fuel, supplies and human resources (the World Health Organization (WHO) [estimated](#) in 2021 that 40 per cent of doctors had left the country). According to the latest [multisector needs assessment](#) commissioned by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), 71 per cent of Lebanese households and 74 per cent of Palestinian households in-country said they had been unable to afford medical treatment in the previous three months.

In combination, the pressures of the complex crisis have:

- left growing numbers of people in dire need of support
- intensified risks to vulnerable groups including refugees and migrants
- diminished the capacity of the public sector to provide essential services and respond to needs
- left Lebanon's healthcare system devastated and vulnerable to future shocks
- diverted attention from longer-term threats and priorities including climate change adaptation and disaster preparedness.

Lebanon's healthcare system is struggling to recover from the stress of the COVID-19 pandemic and prepare for future threats from infectious disease while the economic crisis continues to spiral. Safe blood services in the country are insufficient to meet the estimated yearly demand of 130,000 – 150,000 blood units. Lebanon's blood services rely primarily on replacement donors.

Key achievements

Lebanon is a pilot country for new ways of working to operationalize the International Federation of Red Cross and Red Crescent Societies' (IFRC) Agenda for Renewal. This new way of working seeks to put focus on the National Society's priorities to achieve stronger membership coordination in supporting its strategic plan.

The Lebanese Red Cross is part of the global [Pilot Programmatic Partnership \(PPP\)](#) funded by the European Civil Protection and Humanitarian Aid Operations (ECHO), with implementation support from the German Red Cross, Norwegian Red Cross, and the IFRC. The partnership provides longer-term predictable funding, facilitating actions with greater impact. It leverages IFRC's global network and unique access to people and communities, and it helps to fulfil the ambitions of the European Union as the biggest donor for international aid in the world.

Changes and amendments

In the course of the past year, taking into account the country's dynamic and volatile context, several major changes and developments have significantly impacted the implementation the Lebanese Red Cross's operational plans. One noteworthy shift has been the establishment of new emergency response protocols and the mobilization of disaster

relief funds. These funds played a pivotal role in addressing unforeseen crises, including outbreaks of cholera and severe weather events. Moreover, the Lebanese Red Cross has launched innovative programmes in response to emerging needs, such as election preparedness initiatives to ensure a safe and secure electoral process. Additionally, the organization’s rapid response to incidents such as the clashes that have taken place in Ain al-Helweh, the largest Palestinian refugee camp in Lebanon, has demonstrated its commitment to maintaining peace and providing vital humanitarian assistance in times of conflict.

Funding shortages risk shortfalls in critical areas as needs continue to grow. The Lebanese Red Cross is experiencing rising demand for services at the same time it has suffered the loss of almost all local funding, including government support for blood and primary health services.

IFRC NETWORK ACTION

ONGOING EMERGENCY RESPONSE

Emergency Appeal name	Lebanon Complex Humanitarian Crisis
MDR Code	MDRLB010 (formerly MDRLB09)
Duration	Three years (August 2020-August 2023)
Funding requirements	Through IFRC Appeal: Swiss francs 37 million Federation-wide: Swiss francs 51 million
Link to Emergency Appeal	Lebanon Complex Humanitarian Crisis
Last operation update	Operational updates can be accessed through the GO platform.

SECTORS OF INTERVENTION



Health & Care

(Mental health and psychosocial support / Community health / Medical services)

Objective: *The health and dignity of communities in Lebanon are maintained by providing access to appropriate health services*

Priority Actions

1. Sustain the Lebanese Red Cross’s pre-hospital care and medical transport.
2. Support continuity of the Lebanese Red Cross’s blood transfusion services.
3. Expand access to the Lebanese Red Cross’s primary healthcare services.
4. Maintain access of vulnerable populations to secondary healthcare services through the Palestine Red Crescent Society’s Lebanese branch hospitals.
5. Provide psychosocial support to affected communities.

Achievements

The Emergency Medical Services (EMS) sector is dedicated to preserving the lives of Lebanon's communities by ensuring access to effective and free pre-hospital emergency care and transportation. The overarching objective is to guarantee that every patient in need receives timely assistance from the right ambulance, staffed by the appropriate medical team and is transported to the most suitable medical facility.

Since its inception in 1945, the Lebanese Red Cross – EMS sector has played a pivotal role, responding to over 80 per cent of ambulance service requirements in Lebanon. This critical service is delivered through the nationwide toll-free medical emergency hotline "140." The core mission of the EMS is to save lives by offering comprehensive pre-hospital emergency care, high-risk patient transport (hospital-to-hospital), non-urgent patient transport (hospital-to-home, home-to-hospital) and patient care at both station and home settings. Additionally, EMS is actively engaged in specialized activities such as rope rescue, first aid training as well as major incident response and management.

Furthermore, the Lebanese Red Cross Blood Transfusion Services (BTS) sector operates under the auspices of the Ministry of Public Health (MoPH) to ensure the availability of safe blood products for patients across Lebanon. With 13 centers strategically distributed throughout the country, including two in Beirut, two in the Beqaa, four in Mount Lebanon, two in North Lebanon, three in South Lebanon, the BTS is responsible for collecting, testing, preparing and distributing blood components to hospitals at no cost. This invaluable service significantly bolsters the national blood supply, underscoring the importance of the Lebanese Red Cross BTS in supporting the healthcare system. Furthermore, the Lebanese Red Cross BTS is firmly committed to delivering top-notch service to patients requiring blood products, all while adhering to rigorous safety and quality standards in accordance with Association for the Advancement of Blood and Biotherapies guidelines and MoPH's good transfusion practices.

Moreover, the IFRC has provided essential support to the Lebanese Red Cross, particularly in terms of financial assistance for healthcare needs, including backing the salaries of the cash team. This partnership underscores the commitment to ensuring the continued provision of vital medical services to the community.



Migration

Objective: *National Societies can engage with migrants, displaced persons and host communities to assess, understand and respond to their priority needs more effectively*

Priority Actions

1. Integrate migration and displacement into the Lebanese Red Cross's assessments.
2. Conduct training for Lebanese Red Cross staff and volunteers on migration and displacement sensitization.

Achievements

During this reporting period, IFRC supported the Lebanese Red Cross's migration programme under the Complex Humanitarian Crisis Appeal.



Environmental sustainability

Objective: *The IFRC Secretariat and National Societies adopt environmentally sustainable practices and contribute to climate change mitigation*

Priority Actions

1. Promote sustainable energy solutions for the Lebanese Red Cross's facilities.
2. Support environmental programming by the Lebanese Red Cross's Youth sector.

Achievements

During the reporting period, IFRC contributed to the solarization of EMS stations.

STRATEGIC PRIORITIES



Climate and environment

Progress by the National Society against objectives

The Lebanese Red Cross operational sectors work towards promoting sustainable energy solutions for its facilities as well as supporting environmental programming. The disaster management sector promotes environmentally sustainable interventions, particularly in water, sanitation and hygiene (WASH) interventions, under the “Green Response Projects.” Water and wastewater management, solid waste management and renewable energy are all components of environmentally sustainable WASH interventions. These interventions include solid waste compactors, grey water management and other activities. Moreover, the disaster management sector also supports in the installation of solar panels for Lebanese Red Cross primary healthcare centres and other institutions.

The disaster risk reduction (DRR) unit has continued to enhance the capacities of its volunteers through the implementation of the Y-adapt curriculum. The DRR unit has mainstreamed the climate change adaptation in all of its interventions, this has included microprojects on nature-based solutions and green roofing as well as ensuring the promotion of key messages on climate-related hazards such as floods, winter storms, forest fires and heatwaves. In addition, the disaster management sector has initiated climate-smart programming and started to engage with relevant actors on community early warning early action systems. The DRR unit has equally integrated anticipatory action and climate considerations when implementing its “Road to Community Resilience Roadmap” through the enhanced vulnerability capacity assessment. The DRR unit works closely with the Ministry of Environment and has established a Memorandum of Understanding with regard to climate-related activities. The Youth sector, through its environment programme aims to spread environmental awareness and promote the adoption of new environmental attitudes and behaviours by affected communities. This is done through afforestation projects and rehabilitation of public green spaces.

■ IFRC network joint support

During the reporting period, IFRC contributed to the solarization of EMS stations. The Austrian Red Cross, Japanese Red Cross, Netherlands Red Cross and Norwegian Red Cross have been focusing on environmental sustainability as part of their WASH programming.



Disasters and crises

Progress by the National Society against objectives

Under the response preparedness programme, the Lebanese Red Cross is dedicated to bolstering its readiness and capacity to respond swiftly and effectively to crises and disasters. This involves a multifaceted approach, including enhancing crisis response plans, developing specific response procedures and contingency plans, training volunteers and staff at various levels, systematically conducting after-action reviews and organizing relevant simulations. These vital actions are orchestrated through the disaster management sector and the DRR unit.

The response preparedness programme, under the banner of the Preparedness for Effective Response (PER) approach, extends its focus beyond just the operational readiness of the National Society. It also encompasses the readiness of non-operational sectors’ support services. Achieving this entails establishing emergency fast-track procedures for human resources, logistics, procurement and finance, alongside emergency action plans, standard operating procedures (SOPs), contingency stocks and forecast-based financing processes. Furthermore, it involves crafting emergency guidelines for internal and external communication, as well as fundraising efforts.

The National Society’s response preparedness programme also places a strong emphasis on spreading awareness and sharing the lessons learnt in Lebanon. The aim is to better prepare authorities, stakeholders and communities to respond to crises and disasters. This involves training stakeholders, national authorities and community leaders

in preparedness and contingency planning, incident command and decision-making processes. Additionally, the programme conducts simulations and drills to assess the effectiveness and functionality of disaster risk management systems.

Importantly, the mechanisms for sharing lessons learnt and experiences are intended to be extended to the regional level of the International Red Cross and Red Crescent Movement (the Movement), employing the same local channels and methods used in Lebanon. The Lebanese Red Cross envisions establishing a Centre of Excellence for Preparedness for Effective Response, not only to disseminate its own preparedness experiences and lessons but also to compile and analyze lessons and best practices from the broader Movement components. This collective knowledge-sharing approach aims to strengthen institutional learning and response to crises and emergencies.

Furthermore, the National Society's disaster management sector is committed to ensuring appropriate preparedness, timely and effective response, and sustainable recovery from disasters, emergencies and crises. This is grounded in a people-centered approach that upholds the dignity of individuals affected by and at risk of these events. The disaster management sector accomplishes this through several key programmes, such as the Economic Security (EcoSec) programme and the Shelter and Settlement programme.

The EcoSec programme's primary focus is on sustaining the economic security of selected households and communities. This is achieved by providing essential services such as cash assistance and food parcel distribution, among others. The Shelter and Settlement programme aims to uphold the dignity of affected populations by providing them with safe, secure, protected and healthy living spaces that facilitate recovery from the impact of emergencies, disasters and crises. This is accomplished through rehabilitation services and small-scale quick-impact projects.

■ **IFRC network joint support**

In 2023, a number of National Red Cross and Red Crescent Societies have been actively engaged in diverse humanitarian projects in Lebanon, each aimed at addressing specific needs and challenges in the region.

In partnership with the German Red Cross and Norwegian Red Cross, the Lebanese Red Cross is implementing a disaster risk management component of the ECHO PPP, focusing on strengthening disaster risk management through coordination, information management, and fostering linkages with other humanitarian organizations. The Lebanese Red Cross carried out hazards and resource mapping in 18 locations (Akkar, Hermel, Minieh-Donieh, Zgharta, Chouf, Aley, Baalbeck, West Beqaa, Byblos, Keserouan, El Maten, Beirut, Baabda, Zahle, Saida, Nabatieh, Marjaayoun and Tyr). The National Society supported local authorities in assessing the needs and activating their Emergency Operation Rooms (EOR).

The French Red Cross has an ongoing project known as the early warning and early action system project, specifically designed to mitigate the impact of floods. This proactive initiative focuses on enhancing preparedness and response measures to safeguard communities in flood-prone areas.

Both the German Red Cross and the Swiss Red Cross are actively contributing to the region's welfare by providing cash assistance through the multipurpose cash assistance programme. This financial support is instrumental in alleviating the economic burdens faced by vulnerable populations, offering them greater stability and autonomy.

Furthermore, the British Red Cross is actively investing in disaster management infrastructure. Their funding supports the establishment and enhancement of 16 disaster management centres, ensuring that these centres meet the minimum standards required for effective response. This includes providing essential equipment and IT infrastructure, enabling these centres to respond efficiently and swiftly to emergencies and crises. On an institutional level, the German Red Cross is supporting the Lebanese Red Cross in developing their fast-track procedures that will greatly influence future operations. The German Red Cross is actively supporting the "Anticipation Over Reaction" initiative and in the development of Simplified Early Action Protocols.

The Swedish Red Cross is supporting both the Lebanese Red Cross and the Palestine Red Crescent Society with their respective emergency response funding.

In summary, the collaborative efforts of these National Red Cross and Red Crescent Societies in Lebanon during 2023 demonstrate a holistic approach to addressing a wide range of humanitarian challenges, from water and sanitation to disaster preparedness and response, ultimately contributing to the well-being and resilience of communities in need.



Progress by the National Society against objectives

The medico-social sector services cover the primary healthcare needs mainly through healthcare centres. The Lebanese Red Cross-medico-social sector covers these needs and provides medical services in all of its healthcare centres and mobile medical units through a group of medical staff, including doctors, nurses, social workers, etc. The overall goal of the medico-social sector is to improve the wellbeing of the vulnerable host and refugee communities in Lebanon by reducing their health and psychosocial vulnerabilities.

The medico-social sector provides quality primary health services through focusing on non-communicable diseases (through diagnosis and provision of medication), reproductive health (family planning and consultations), as well as providing individuals with psychosocial services through its social welfare activities (including awareness sessions).

Moreover, the EMS sector aims to ensure its strategic priorities, which are as follows:

- Improving emergency medical dispatching by strengthening dispatch centres, decreasing response time and improving access to first aid. This is achieved through daily coaching and monitoring of dispatchers, both in-person and online. On a regular basis, five per cent of urgent calls that each dispatcher receives are evaluated. Enhancing EMS systems by developing EMS stations, strengthening EMS support functions and ameliorating the effectiveness and sustainability of dayshift teams. This is carried out through management and maintenance of the EMS fleet, warehouses and consumables.
- Improving the quality of EMS services by ensuring rescuer safety and clinical effectiveness, measuring the quality of pre-hospital services and implementing quality improvement plans, and ensuring effective preparedness and response to crises and emergencies. This is achieved by the continuous training of volunteers on first responders, emergency medical technicians and other capacity building sessions carried out on a regular basis on a national level.

Furthermore, the Lebanese Red Cross BTS provides health services to the community by delivering blood components to patients for free; the support is provided to all patients in need of blood transfusion, thalassaemic centres, burn centres, etc. The sector ensures quality blood components are delivered to patients through quality control tests that are carried out. In addition, 100 per cent of blood products collected at the Lebanese Red Cross BTS are screened for mandatory testing required by the MoPH.

The WASH programme's objective is to enhance water and sanitation infrastructure and hygiene practices within communities. It offers both "hard" WASH activities, such as rehabilitation efforts, and "soft" WASH services, such as hygiene promotion sessions and hygiene kit distribution. The overarching goal is to reduce the vulnerability of communities to WASH-related diseases, enhance their resilience and do so using environmentally sustainable methods. This programme targets various institutions, including primary healthcare facilities, schools, informal tented settlements and host communities through green response initiatives.

The Palestine Red Crescent Society remains steadfast in its commitment to supporting Lebanese, Palestinian and Syrian communities in Lebanon through its network of five hospitals. These hospitals play a pivotal role in providing essential healthcare services, all while significantly reducing the financial burden on patients when compared to private healthcare facilities. This dedication to affordable and accessible healthcare underscores the Palestine Red Crescent Society's vital role in the region.

Furthermore, Palestine Red Crescent Society demonstrates ongoing dedication to enhancing its healthcare facilities. The organization actively allocates funds to improve infrastructure, with the goal of bringing some of its hospitals on par with the best medical facilities in Lebanon. This investment in upgrading infrastructure reflects the National Society's unwavering commitment to providing high-quality healthcare services to the communities it serves, ultimately contributing to improved healthcare access and outcomes for all.

■ **IFRC network joint support**

In 2023, several National Red Cross and Red Crescent Societies played a crucial role in supporting various healthcare and emergency response initiatives in Lebanon, underscoring their commitment to improving the well-being and resilience of the local communities.

In partnership with the German Red Cross and Norwegian Red Cross, the ECHO PPP supports epidemic and pandemic preparedness and response. The Lebanese Red Cross carried out community-level awareness raising activities on cholera prevention. The National Society is collaborating with the Ministry of Public Health to develop a community-based surveillance system and mapping water sources and points. The Netherlands Red Cross provided vital support to five Palestinian Red Crescent Society hospitals, bolstering their capacity to deliver essential medical services. Additionally, they extended their assistance to the Lebanese Red Cross, contributing to the expansion of primary healthcare services, supporting mobile medical units, conducting community outreach efforts and enhancing EMS.

The Austrian Red Cross has been supporting WASH initiatives in public schools and informal tented settlements. Their primary focus lies on menstrual hygiene management and fostering community engagement. This initiative underscores the importance of hygiene and community participation in ensuring the well-being of vulnerable populations.

The Canadian Red Cross collaborated closely with the Lebanese Red Cross, focusing on scaling up primary healthcare services, while also providing critical support to mobile medical units and community outreach initiatives. They further strengthened emergency medical services within the Lebanese Red Cross.

The Danish Red Cross played a significant role in alleviating the financial burden on patients seeking medical care by covering patient bills, thereby supporting the vital healthcare services provided by the Palestinian Red Crescent Society and are supporting the EMS and medico-social services within the Lebanese Red Cross.

The Japanese Red Cross offered valuable support to the Lebanese Red Cross by facilitating the expansion of primary healthcare; they also supported the Palestine Red Crescent Society by providing online resources for hospitals. These digital resources included quality assurance quizzes and various other digital products, enhancing the capacity of healthcare facilities. Additionally, the Japanese Red Cross deployed two doctors and two nurses to Palestine Red Crescent Society hospitals, providing essential technical support and expertise.

The Spanish Red Cross made significant contributions, offering essential analysis materials to the BTS and supporting medical services support by covering personnel costs, supplying medicines and providing necessary equipment. They also played a pivotal role in assisting the Palestine Red Crescent Society in developing its own volunteer management system through training courses and direct support, including the implementation of ad hoc volunteer management system tools such as policies and SOPs.

The German Red Cross continued its ongoing projects in collaboration with various sectors, including EMS, BTS and medical services support, aiming to strengthen emergency response and healthcare services in Lebanon.

Similarly, the French Red Cross actively contributed by providing psychological support services, emphasizing the importance of mental and emotional well-being in crisis-affected communities. The Norwegian Red Cross is actively contributing through their long-term projects on EMS the as well as the mobile medical unit.



Migration and displacement

Progress by the National Society against objectives

For the migration component, the Lebanese Red Cross includes migrants in the implementation of all programmes and projects, as they are a vital part of the community. A clear plan will be developed to assist migrants which includes identification of migrants, field visits to informal tented settlements, needs assessment, coordination with relevant sectors and development and implementation of relevant projects and programmes.

■ IFRC network joint support

The Netherlands Red Cross is supporting a vital project aimed at assisting Syrian refugees and vulnerable Lebanese communities in Akkar. Their efforts primarily revolve around delivering essential WASH services and distributing food parcels. This multifaceted approach reflects a commitment to addressing both immediate and long-term needs in the region.



Values, power and inclusion

Progress by the National Society against objectives

The Lebanese Red Cross has made protection, gender and inclusion (PGI) a cross-cutting theme in its Strategy 2022–2024. For many years, the Lebanese Red Cross has been working on its Restoring Family Links (RFL) programme in coordination with the International Committee of the Red Cross (ICRC) and participating National Societies worldwide. The main objective of the programme is to be able to locate missing persons wherever they are using all available means.

The Lebanese Red Cross is improving the use of its hotline to receive feedback and complaints. With support of ECHO PPP, the SOPs were developed to improve functioning and guide operators. The National Society has also developed a roadmap for community engagement and accountability.

Moving forward, the programme will be working on three main pillars which include the capacity building of disaster management sector trainers who will attend a training of trainers, deliver RFL sessions to new volunteers as part of the disaster management sector induction sessions and conduct training refreshers.

The RFL programme will also work on the development and implementation of trainings, tools, policies and procedures whereas the RFL advanced training toolkit will be developed, validated and delivered to focal points. Additionally, selection criteria will be finalized, policies and procedures will be drafted. Furthermore, the RFL programme will also be working on dead bodies' management by setting up the relevant teams and training them.

The psychosocial support programme is a crosscutting programme across the Lebanese Red Cross operational sectors. The programme aims to contribute to improving the psychosocial well-being of vulnerable communities in addition to National Society staff and volunteers. staff

The programme aims to collaborate with the different National Society sectors through three main components:

1. Mainstreaming the psychosocial support among all sectors' activities by developing and rolling out tools, systems, manuals and SOPs.
2. Training all National Society staff and volunteers by building and enhancing their capacities of in terms of psychosocial support and PGI.
3. Supervising implementation efforts by assisting and guiding all affected individuals, this involves activities such as referrals and linkages to relevant stakeholders and delivery of timely services.

ENABLING LOCAL ACTORS



Strategic and operational coordination

Membership coordination

The IFRC country delegation in Lebanon takes a proactive approach to in-country membership coordination. They organize monthly meetings with their partners to facilitate the exchange of updates, address critical issues and gather valuable feedback through quarterly surveys. Additionally, the IFRC plays a pivotal role in creating a comprehensive 3W country-wide dashboard as part of the unified plan.

The ECHO PPP has further enhanced coordination between the Lebanese Red Cross, the German Red Cross and Norwegian Red Cross, and the IFRC country office in the areas of disaster risk management, epidemic and pandemic preparedness and response, and CEA.

This diligent effort underscores the IFRC's commitment to effective coordination and communication among its partners. By fostering regular dialogue, staying informed and collecting input, the IFRC ensures a more streamlined and collaborative approach to humanitarian efforts.

External coordination

The Movement holds a crucial responsibility in fulfilling the National Society's auxiliary role by supporting public authorities and collaborating with both international and local organizations. This cooperation is instrumental in working towards the realization of global agendas, both on a local and global scale. Among these significant global agendas, the Sustainable Development Goals stand out as a major focus for the Movement.

The Lebanese Red Cross coordinates its support to Syrian refugees in informal tented settlements with other humanitarian actors through existing mechanisms. The water sector in Lebanon is coordinated by the United Nations Children's Fund (UNICEF) and with the presence of the main actors in-country. During the initial influx of refugees, the informal tented settlements were divided amongst the main actors in order to avoid any duplication of service provision and to maximize nationwide coverage.

The water sector in which the Lebanese Red Cross is a main actor meets monthly to discuss the needs, progress and ensure enhanced Coordination. Ad hoc meetings are also conducted to address urgent needs related to the sector.

The IFRC is actively engaged in facilitating speaking engagements for the Lebanese Red Cross, in addition to advocacy and fundraising events in which National Society's strategy documents are presented.

In addition, the IFRC is making coordination efforts with the Government of Japan regarding a potential project designed to provide support to the Lebanese Red Cross. This project, known as the "Humanitarian Assistance for Healthcare in Lebanon," is a collaborative endeavour being jointly implemented by the Lebanese Red Cross and the Palestinian Red Crescent Society - Lebanon Branch. Its primary objective is to address the pressing healthcare needs that have arisen in response to Lebanon's multifaceted humanitarian crisis.



National Society development

Progress by the National Society against objectives

The Lebanese Red Cross's branch development programme has a mandate to support branches in capacity building through several activities, such as defining the role of the board and branch members, conduct Branch Operational Capacity Assessments and Local Community Assessments and to disseminate the role of the branch internally and externally. As the decision to formally adopt the Branch Development Framework (the role of the branch, the branch performance indicators, the branch monitoring mechanism and the branch accountability policy) remains pending, the focus in the current context of instability is on three axes:

1. Supporting the financial sustainability of the branches, mainly through the onboarding of branches into the digital fundraising system. This requires the various components of each branch to work together and to improve their planning, communication and accountability. This will therefore contribute to the strengthening of the branches beyond fundraising.
2. Supporting volunteer management at branch level. Since strengthening the capacity of branches to recruit and manage branch level volunteers is unattainable at this stage, the scaling up of the exit interview process and of the peer support system establishes capacities and practices that would, ultimately, be useful to the future increase in the scope of volunteering locally.
3. Building on the success of the district level Local Community Assessment to assist the branches in understanding the needs of the communities that they serve and to introduce the habit of adapting services and activities to match the community's highest priority needs.

■ IFRC network joint support

The IFRC is actively driving forward the localization agenda, aiming to strategically empower the National Society to enhance its communication effectiveness. A key element of this strategy involves collaborating in the National Society Investment Alliance, a joint initiative generously funded in partnership with the ICRC.

The French Red Cross has taken a noteworthy step by seeking to hire a consultant. The consultant's role will be to conduct a thorough review of the Lebanese Red Cross's logistical and procurement guidelines, emphasizing the importance of optimizing these critical processes.

The Danish Red Cross is providing essential technical support to the Secretary-General's office, in addition to the planning unit. Additionally, they are actively contributing to supporting the mental health and psychosocial support strategy and the implementation of the peer support programme.

The British Red Cross is extending its support to two Lebanese Red Cross warehouses to ensure compliance with minimum standards, thereby enhancing the efficiency and effectiveness of disaster management operations. Furthermore, they are actively involved in training volunteers on the disaster management framework and its three-pillar programme.

The Spanish Red Cross is making significant contributions by providing personnel coverage and technical support, particularly with regard to programming related to inclusion of persons with disabilities and solar panel utilization. These efforts are instrumental in enhancing the quality and accessibility of services.

Lastly, the Swedish Red Cross is initiating measures to strengthen financial capacity and project monitoring, evaluation and reporting support. This commitment reflects their dedication to ensuring efficient resource management and effective project oversight, ultimately contributing to the success of humanitarian initiatives in Lebanon.



Humanitarian diplomacy

Progress by the National Society against objectives

The Lebanese Red Cross's fundraising and communications unit focuses on recruiting individual one-time and monthly donors, as well as improving communications with the public and increasing the National Society's transparency and accountability through the social media channels, website and direct communications. The National Society's previous fundraising strategy has been rendered obsolete due to the rapidly evolving context in Lebanon, most particularly, by the economic crisis and massive devaluation of the Lebanese Lira. This has required a shift in focus on the Lebanese diaspora, which is much more complex and costly to reach and recruit.

The focus of the fundraising initiatives, supported by digital communications, over the next three years will be on the recruitment and retention of individual one-time and monthly donors. There will also be a concentrated effort to encourage out-of-country corporate entities to enter into long-term partnerships with Lebanese Red Cross.

■ *IFRC network joint support*

The IFRC delegation in Lebanon continues to promote a stronger positioning of Lebanese Red Cross, Palestine Red Crescent Society and the wider IFRC network in the overall response and recovery through strengthened advocacy and humanitarian diplomacy efforts.

The IFRC delegation in Lebanon continuously strives to be an engaged, accountable and trusted partner to the National Society and its membership, as well as national and international political decision-makers, donors and partners. This is manifested in numerous briefings and coordination meetings with the Lebanese Red Cross, Palestine Red Crescent Society and the membership in and outside Lebanon, as well numerous briefings with key international back donors and political decision-makers.



Accountability and agility (cross-cutting)

Finance

Annually, National Societies diligently conduct financial audits in accordance with the provisions outlined in the IFRC Constitution. The IFRC Office of Internal Audit and Investigation (OIAI) plays an instrumental role in advocating and encouraging member National Societies to submit their audited financial statements on an annual basis to the IFRC.

Furthermore, OIAI extends its support to National Societies, offering guidance and assistance, if necessary, to facilitate the auditing of their annual financial statements or any other specific audits that may be required. This assistance includes collaborating with external audit companies to ensure the financial integrity of the National Societies.

In line with this commitment to financial transparency and accountability, the Lebanese Red Cross has pledged to publish both audited annual and emergency response financial statements. This proactive step is taken to enhance transparency and accountability in financial matters, providing stakeholders with a clear view of the organization's financial activities and ensuring that resources are used efficiently and effectively.

For further details and information, interested parties are encouraged to [visit the website](#) for additional resources and guidance on these financial processes.

Human resources and integrity

The Lebanese Red Cross has outlined a comprehensive Plan of Action, encompassing various initiatives to enhance its operational effectiveness and the well-being of its volunteers and staff. These initiatives are designed to ensure the organization's continued growth and improvement in various areas.

1. Peer support system: The Lebanese Red Cross aims to provide all volunteers and staff with access to a well-functioning peer support system. This system is intended to enhance the overall well-being of its members.
2. Exit interviews: The organization is committed to ensuring that 70 per cent of volunteers leaving the Lebanese Red Cross LRC in a formal exit interview. This effort enables the National Society to gather valuable feedback and insights from departing volunteers.
3. Motivation surveys: The Lebanese Red Cross plans to roll out the MOTI motivation survey in 50 per cent of its volunteer centres. This survey aids in understanding the motivations and needs of volunteers, further improving their experience.
4. Knowledge dissemination: Lessons learnt and conclusions from exit interviews and MOTI surveys will be integrated and disseminated to strengthen volunteering in the National Society. This proactive approach ensures that the organization continually evolves and adapts to meet the needs of its volunteers.
5. Individual giving programme: The Lebanese Red Cross is committed to ensuring that at least 50 per cent of its local branches actively participate in programme. This initiative aims to mobilize resources and support from the local community.
6. Branch planning and reporting: The Lebanese Red Cross intends to ensure that at least 50 per cent of its branches produce consolidated annual plans, budgets, financial and narrative reports according to national standards. This helps enhance transparency and accountability.
7. Policies and procedures: The organization plans to implement robust policies and procedures related to protection from sexual exploitation and abuse, fraud and whistleblower protection, aligning with best practices in these areas.
8. Complaint handling: The Lebanese Red Cross aspires to ensure that 100 per cent of internal and external complaints received at all levels are collected, logged, processed and systematically addressed by a centralized unit. This demonstrates a commitment to addressing concerns promptly and efficiently.
9. Minimum training standards: The Lebanese Red Cross's operational sectors aim to disseminate and implement clear minimum training standards for volunteers and staff at all levels. These training courses will be provided by trainers certified and authorized by the national training unit.
10. Competency framework: The organization plans to develop and implement a National Society competency framework, providing a structured approach to skills development and performance assessment.
11. Performance management: The Lebanese Red Cross aims to integrate 100 per cent of its staff into the new performance management system. This step ensures that employees' performance is effectively monitored and aligned with organizational goals.

In summary, the Lebanese Red Cross's Plan of Action reflects a comprehensive commitment to continuous improvement, volunteer and staff well-being, accountability, and best practices in various areas of operation. These initiatives collectively contribute to the organization's ongoing growth and effectiveness in serving its mission.

Risk management

As per the Plan of Action, the Lebanese Red Cross has embarked on a significant endeavour to enhance its preparedness and response capabilities. Key components of this effort include:

Updated preparedness and response plans: The National Society's various sectors, sections and units have taken proactive steps to review and update their preparedness and response plans. These plans serve as critical roadmaps for effectively addressing various emergencies and crises.

Enhanced procedures: In addition to updating plans, the Lebanese Red Cross has also focused on refining and improving its emergency response procedures. These procedures are essential for ensuring a coordinated and efficient response when crises occur.

Stockpiled resources: The Lebanese Red Cross has taken measures to maintain stocks of essential resources and supplies. These stockpiles are strategically positioned to ensure rapid deployment and availability when needed most during emergencies.

Digital transformation

The Lebanese Red Cross has set forth critical objectives as part of its strategic initiatives:

- 1. Information management unit:** The National Society is actively working to establish a robust and well-functioning information management unit. This unit is pivotal in efficiently managing and leveraging key data for informed decision-making.
- 2. Data-driven decision-making:** The Lebanese Red Cross is committed to ensuring that essential data is accurately captured and effectively used to inform decision-making processes. Accessible dashboards play a vital role in presenting this data in a user-friendly manner, enabling timely and informed actions.
- 3. Procurement-finance-logistics software:** The organization is in the process of implementing a comprehensive software solution that integrates procurement, finance and logistics functions. This integrated system streamlines operations and enhances efficiency.
- 4. Centralized warehousing:** The Lebanese Red Cross recognizes the importance of a centralized warehousing system, ensuring that it is well-established. This system optimizes the storage and distribution of essential resources, enhancing the organization's overall capacity to respond effectively during emergencies and crises.



The International Federation of Red Cross and Red Crescent Societies (IFRC)

is the world's largest humanitarian network, with 191 National Red Cross and Red Crescent Societies and around 15 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

DATA SCOPE AND LIMITATIONS

- **Timeframe and alignment:** The reporting timeframe for this overview is covering the period from 1 January to 30 June 2023. However, due to the diversity of the IFRC and differences in fiscal years, this coverage may not fully align for some National Societies. Mid-year reporting data may have been based on estimations, with plans to submit more robust numbers at the annual reporting stage.
- **Missing data and breakdowns:** National Societies have diverse data collection systems and processes that may not align with the standardized indicators. Data may not be available for some indicators, for some National Societies. This may lead to inconsistencies across different reporting tools as well as potential under or over-estimation of the efforts led by all.
- **Reporting bias:** The data informing this Federation-wide overview is self-reported by each National Society (or its designated support entity) and which is the owner and gatekeeper, and responsible for accuracy and updating. IFRC tries to triangulate the data provided by the National Societies with previous data and other data in the public domain.

ADDITIONAL INFORMATION

- [IFRC Global Plan and Country Plans](#)
- [Subscribe for updates](#)
- [Donor response](#) on IFRC website
- [Live Disaster Response Emergency Fund \(DREF\)](#) data
- Operational information: [IFRC GO platform](#)
- National Society data: [IFRC Federation-wide Databank and Reporting System](#)

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The Lebanese Red Cross

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