

# The Lebanese Red Cross 2021 Annual Report



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# 1. The Lebanese Red Cross

## 1.1. Foreword

Recounting 2021's tragedies would not resolve the crises that have been heaping upon Lebanon. Reiterating the impact left by the economic crisis, evoking the beginning of the COVID-19 pandemic and its impact to date, thinking of the deterioration of the health sector, the closure of some hospitals, and even the absence of medicines, all which completely or partially damaged the country's most vital facilities since 2019.

In the midst of this collapse and the crises that are escalating at the socio-economic levels where citizens were no longer able to obtain medical care or access basic services, the demand for Lebanese Red Cross (LRC) services increased, and amplified the burden and pressure on it. When trying to depict the increasing demand for LRC services, the LRC dispatch centers received more than one million phone calls during over the past year. The number of blood units collected and those distributed by LRC increased, while the number of blood donors decreased due to the constraints of the pandemic, since hospitals were unable to obtain medical materials and reagents for blood tests and referred patients to LRC BTS centers.

Several factors delayed implementation of projects. Quarantines and lockdowns, rotation of staff, and the closure of banks led to slower economic and financial activity; LRC faced difficulties in obtaining cash and receiving funds from abroad. Suppliers failed to deliver requests as they were confronted with the devaluation of the local currency.

But despite it all that, LRC has earned the highest degree of trust, owing to its humanitarian commitment, excellent services, impartiality, and independence. And I can also add.... owing to its integrity both on the national and international levels.

This annual report revolves around the activities that have been implemented during 2021. However, I can only highlight some of the achievements and the success of some endeavors.

LRC was able to provide distinguished services in number and quality and responded to major incidents, including the massive explosion that occurred in Akkar. Two Blood Transfusion centers have been accredited for centralized blood testing in Jbeil and Rachaya. A software has been developed to monitor unit transfers between the different centers. LRC has also succeeded in dollarizing the provision of cash assistance to both refugees and host communities in an effort to preserve the value of the assistance and ensure its sustainability in the face of the financial crisis. Moreover, LRC partnered with the American University of Beirut and the Danish Red Cross (DRC) to implement a study on chronic diseases in local communities.

LRC has also been actively participating in all COVID-19 related vaccination operations. The majority the work has been focused on responding to the needs of individuals born out of the pandemic, by for example securing oxygen-generating machines. LRC has been working with the Ministry of Public Health, Ministry of Interior and Municipalities, and Ministry of Education and Higher Education through developing processes and guidelines to ensure the effectiveness of strengthening these ministries' responses to the pandemic and their abilities in terms of infection prevention and control.

However, the most significant achievement for LRC in 2021, alongside with the response to crises, was implementing joint activities amongst all LRC sectors. These activities included, but not limited to, the support provided by the Youth Sector and the Disaster Management Sector (DMS) to the Blood Transfusion Sector (BTS). In the same context of activities, the Disaster Management Sector (DMS) has coordinated with the Disaster Risk Reduction (DRR) Unit and Medico-Social Sector (MSS). Additionally, the DMS has also trained the Youth Sector to serve as an upward capacity in times of crisis; and the latter has provided support to the Emergency Medical Sector (EMS) at the warehouses level. Additionally, LRC's Safety and Security Unit provided the ICRC with guidance, standards and procedures for partners' safety in Lebanon.

The considerable coordination between sectors, and the continuous support provided to the sections has facilitated LRC's work. Sectors have invested efforts in understanding the challenges faced, highlighting their consequences and impact, to develop appropriate measures to mitigate these effects.

We need to keep in mind that the crisis is still worsening, we have to continuously build on our capacities in these times of "donor fatigue" amid the wars and crises that threaten other countries and require support.

Our National Society is working tirelessly, to keep abreast of developments and respond to them. LRC is always relying on its approach to constantly evaluate its work, review and build its response plans, and all while taking into consideration lessons learned from its practical experience.

As we are concerned with preserving the Lebanese Red Cross, we must preserve its impeccable reputation and its prominent pioneering role.

George Kettaneh

## 1.2. Executive Summary

In 2021, with the support of 21 Partner National Societies, the Lebanese Red Cross was able to support **1,121,132<sup>1</sup>** Beneficiaries across the country through the work of its operational sectors.

Overall, 7,743 volunteers and 400 staff were engaged in delivering lifesaving and life enhancing services to individuals all over the country in the different LRC Centers and Stations.

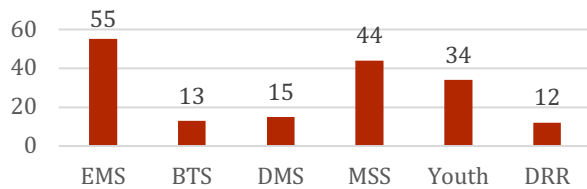


Figure 1: Number of Localities per Sector

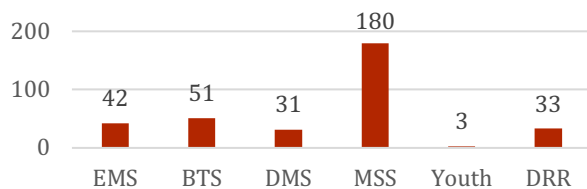


Figure 2: Number of Employees per Sector

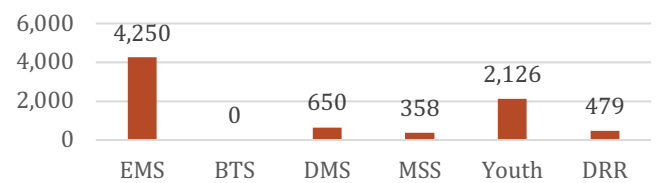


Figure 3: Number of Volunteers Engaged per Sector

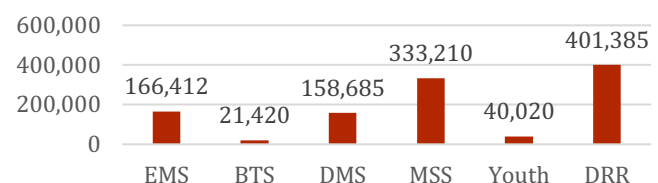


Figure 4: Number of Beneficiaries Reached per Sector

Moreover in 2021, LRC Revised its strategy to guide its action in 2022-2024 based on the lessons learnt from previous responses and their continuity, as well as the overall need for realignment of LRC's strategic direction and shift in priorities. The strategy focuses on 5 Operational Priorities, 10 National Society Development Objectives and 3 Cross-Cutting Themes.

- **Priority 1:** Ensure That Victims of Accidents, Illnesses and Major Incidents Receive Prompt and Effective Pre-Hospital Emergency Care
- **Priority 2:** Provide Safe Blood Products to Patients in Lebanon
- **Priority 3:** Improve Access of The Population to Quality Primary Healthcare Services
- **Priority 4:** Meet the Basic Needs (EcoSec, WASH, Shelter) Of Vulnerable People Affected by Disasters, Crises, And Emergencies
- **Priority 5:** Reduce the Impact of Disasters on The Population Through Prevention and Mitigation Measures

<sup>1</sup> This number may include duplication across sectors

### 1.3. Context Analysis 2021

Lebanon is facing a multitude of nationwide crises; since 2011, it has hosted the largest number of refugees per capita, in addition to hosting a substantial number of Palestinian refugees. The regional instability provoked by the Syrian conflict protracted crisis and the already existing complexities that the country aggravated since the end of 2019 as Lebanon has witnessed civil unrest, economic instability, currency devaluation, a pandemic, and an explosion. As of September 2019, the Lebanese Lira has been continuously devaluating losing more than 100% of its original value. This has had a severe impact on individuals and institutions that are trying to operate within this multi-layered crisis. Early on in February 2020, the first case of COVID-19 was confirmed in Lebanon, necessitating the implementation of strict preventive and precautionary measures to control and limit the viral transmission within the Lebanese territory. On August 4th 2020, a massive explosion shook the Lebanese capital Beirut. The explosion originated out of the Beirut port and affected a significant area of the capital and its residents. Thousands of people across the Lebanese capital were affected with more than 218 dead, 7,000 injured, 300,000 left homeless and an estimate of 70,000 lost their jobs. Buildings were also largely damaged and affected by the blast. Moreover, the explosion left many of Beirut's essential facilities such as hospitals and school non-functional, adding more pressure on the already-crippled system in Lebanon. Thus, the healthcare sector also suffered from substantial damage; 9 hospitals were affected, out of which 3 hospitals were severely damaged and rendered non-operational. Lebanon's privatized systems was already a significant barrier for the country's most vulnerable people who struggled to access affordable care. The overall situation which has been worsened by the COVID-19 outbreak has also reduced people's access to basic services.

During the first quarter of 2021, Lebanon received its first batch of the Pfizer-BioNTech vaccines, after being under a 24-hour curfew for nearly a month and battling a sharp spike in infections in its first two months of the year. Vaccine distribution was coordinated by the Ministry of Public Health (MOPH) based on prioritization criteria such as Age, Chronic Illness and others. Volunteers from the Emergency Medical Services Sector (EMS) were engaged in the delivery of vaccines as they were responsible for transporting a large number of patients who were in need of an ambulance; patients having mobility issues or who needed Oxygen flow at all times. On the other hand, EMS teams were deployed in more than one vaccination center to support the ongoing vaccination process by monitoring patients after taking their shots for any allergic reactions and acting upon it.

Over the course of 2021, medication supply was worsening progressively due to the economic collapse Lebanon was facing, citizens were having growing difficulties in meeting their medical needs. Therefore, meeting the increasing demand of the communities residing in Lebanon was particularly challenging to the Medico-Social Sector (MSS) staff, as the number of beneficiaries accessing the healthcare facilities and receiving primary healthcare services was growing which resulted in an increase of 12% in service provision in comparison to 2020. Additionally, the consequences of the economic crisis also impeded on the operations of LRC's Blood Transfusion Services Sector (BTS) since several hospitals across the country were not able to secure their supply in reagents and consumables needed for collection and preparation of blood components and were redirecting donors to LRC BTS Centers to donate blood which added a significant burden to our centers. This resulted in an increase of 23% of blood units collected in centers

compared to 2020 and a 21% increase in blood units distributed. On another note, local suppliers of reagents faced major difficulties to secure import of medical supplies to Lebanon due to lack of transfer of foreign currencies, which led to a major shortage in medical supplies in the country which had LRC to deal with and overcome. Fortunately, the BTS managed to secure sufficient stock in order to assure business continuity. Securing voluntary blood donors to keep a sufficient stock of blood components was a priority. Yet, road closures and riots, increase in the cost of fuel, successive lockdowns and closure of universities and businesses made it difficult to organize blood drives, and reduced access of donors to the centers. Considering that hospitals were redirecting replacement donors to LRC, this allowed the BTS to increase the total number of blood collections from replacement donors essentially despite the major decrease in voluntary donors. The speed and efficiency in services provision supporting more than 190 hospitals all over Lebanon made LRC gain the trust of hospitals.

The overall situation in the country as well as the reduced access to economic opportunities and other basic services has also had an impact on the Disaster Management Sector (DMS) and the Disaster Risk Reduction (DRR) Unit of LRC. Lockdowns have impacted the work of the DMS and the DRR, which have resulted in slowed down implementations, especially in activities that involve having groups of individuals gathered in a setting. For the DMS, lockdowns also halted Soft Wash activities' implementation in schools for students who were not attending schools. The economic crisis has made it difficult to purchase items, or to find items in needed quantities; causing a delay in distributions, and project implementation. The DMS also faced changes in quantities procured in some cases, where the budgeted amount did not cover the cost of items, due to inflation of prices. For the DRR, there was an increased need for interventions and activities despite the situation at hand, which has highlighted several challenges in implementation. Coordination with local authorities and ministries as well as schools was demanding as a result of the economic crisis, in schools, implementations have been difficult as the work of the DRR Sector relies on the presence of both teachers and students. A number of the teaching staff have not been attending in person due to the increase in fuel prices, or because of organized teachers' strikes.

In parallel, the Youth sector volunteers played a role during the crisis. The sector was providing Surge Capacity for the DMS by assisting the sector in the rolling out of surveys and in conducting interviews with potential beneficiaries in the assessment phase. In addition, the Youth Sector played a logistics' support role for the different sectors and was leading on Psychosocial Support (PSS) Activities implementation.

Apart from the economic crisis, on August 15 2021, a gas tanker exploded in Akkar resulting in the injury of 79 individuals and the death of 20 individuals. LRC deployed 24 ambulances and 75 Emergency Medical Technicians (EMT). The teams recovered 20 bodies from the site of the explosion, and evacuated 79 people who were injured or suffered burns from the blast.

The surge in COVID-19 cases at the level of the communities had delayed the progress of implementation of activities, and in the last quarter of 2021, a growing wave of COVID hit Lebanon with the appearance of the Omicron variant. However, the situation in hospitals and intensive care units (ICU) remained stable, since a percentage of people took the vaccine, however, the number of positive cases was increasing rapidly. Vaccines were doing a good job in

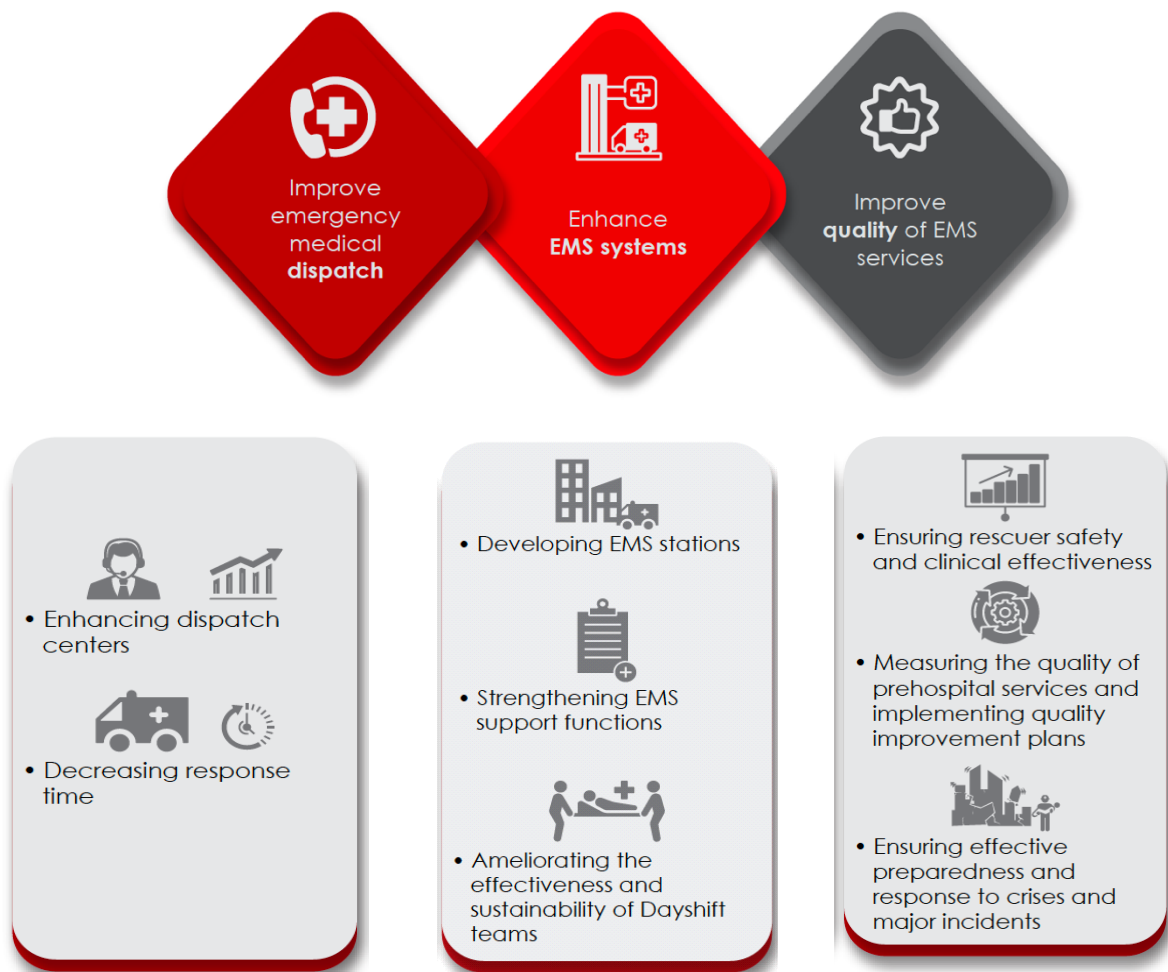
slowing down the transmission of the virus, yet there are cases that require hospitalization. The unprecedented local currency devaluation, difficulty to transfer foreign currencies to banks outside Lebanon, on top of numerous protests and roadblocks happening in different areas in Lebanon, huge explosion in Akkar area and a COVID-19 pandemic still very present worldwide are impacting at different scales the LRC and had to be faced and dealt with continuously throughout the year. The Lebanese Red Cross is still responding to all kinds of emergencies and is fully equipped and prepared to answer all calls and needs of the community.

## 2. Operational Sectors

### 2.1. Emergency Medical Sector

#### 2.1.1. EMS Overview

The EMS Sector aims to save the lives of communities residing in Lebanon by providing access to effective and free pre-hospital emergency care and transportation to the population in Lebanon. The ultimate goal is to ensure that each patient receives the right ambulance at the right time, equipped with the right team to provide the right prehospital care, and transportation to the right hospital. The EMS strategy (2022-2024) is based into the below strategic objectives:



## 2.1.2. EMS Main Activities Achieved in 2021

### Emergency Medical Services

- The EMS sector was able to provide **166,412** medical services.
- A total of **25,441** COVID-19 patients were transported, accounting for the total of of 37,011 COVID patients transported since February 2020.
- The EMS Sector effectively responded to major incidents such as the Akkar Explosion which resulted in recovering 20 bodies, in addition to evacuating 79 injured people.

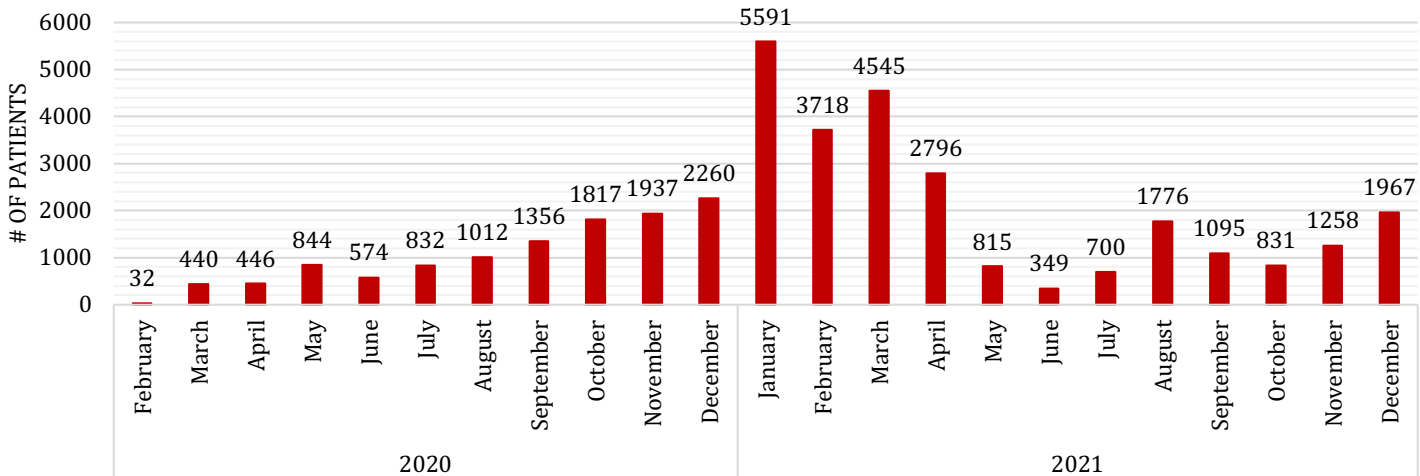


Figure 5: Number of COVID Patients Transported since February 2020

### Dispatch

- The EMS responded to more than a million incoming calls divided over the 4 dispatch centers, whereas 50% of the calls were received by the central dispatch in Hazmieh.
- The integration of the North Dispatch Center in the new system to be a protocol-based dispatch according to international practices was initiated.
- 5% of the calls received were audited to provide formative feedback for the dispatchers on a monthly basis.

### Fleet

- 32 old ambulances were replaced with new ones.
- All Ambulances were maintained at the right time with the best quality available after centralizing the majority of the maintenance with the official Nissan dealer in Lebanon.

### Equipment and Logistics

- The equipment team ensured that the needs of 50 stations were met, starting with participation in medical tenders; modification of items after discussions with LRCs medical committee and the training unit; procurement of equipment, consumables and Personal Protective Equipment (PPE); receiving the goods, distributing them based on missions performed by each station; and keeping the warehouses and their inventories in place.

- More than 15 periodical PPE distributions took place in which a total of 116,952 intermediate PPE kits and 28,086 advanced PPE kits were delivered to ensure safe COVID response.
- The procurement of new ambulances took place in 2021 with their equipment, and a new system installed in the back. Negative pressure boxes in ambulances are connected to the air supply in the ambulance and is composed of a High Efficiency Particulate Air (HEPA) filter, mesh filter, and an Ultraviolet (UV) light and aims to provide filtered air into the rear cabin. 160 ambulances will have this system fixed in 2022.
- Order requests made by warehouse managers were fulfilled through waybills, delivered to the stations and closed on the system. Around 300 requests were logged by 50 warehouse managers, and 650 waybills were created to meet these requests.
- The training course and its material was updated with the support of the Learning and Development team all while respecting and keeping its objectives.
- The product catalogue was updated and modified to accompany the developments the sector has made and will be finalized in 2022 and used for future trainings.
- The second floor in the national warehouse was maintained, more stocking shelves were installed and all medical equipment was organized in that floor. In addition, cameras and metallic bars were installed to secure the premises.

#### Information and Communication Technology (ICT)

- Telecommunication equipment was purchased for the Terbol Repeater.
- Equipement was maintained in 25 stations and centers<sup>2</sup>.
- Maintenance of the Ultra High Frequency (UHF) digital repeater of 400 & 500 & 600 Districts, of Dispatch centers and HQ, and in 7 centers<sup>3</sup>.
- The installation a UHF repeater took place in Harissa, Mount Lebanon; a new digital unit in was also installed in Nabatieh District and a new software was installed in the new ambulances.

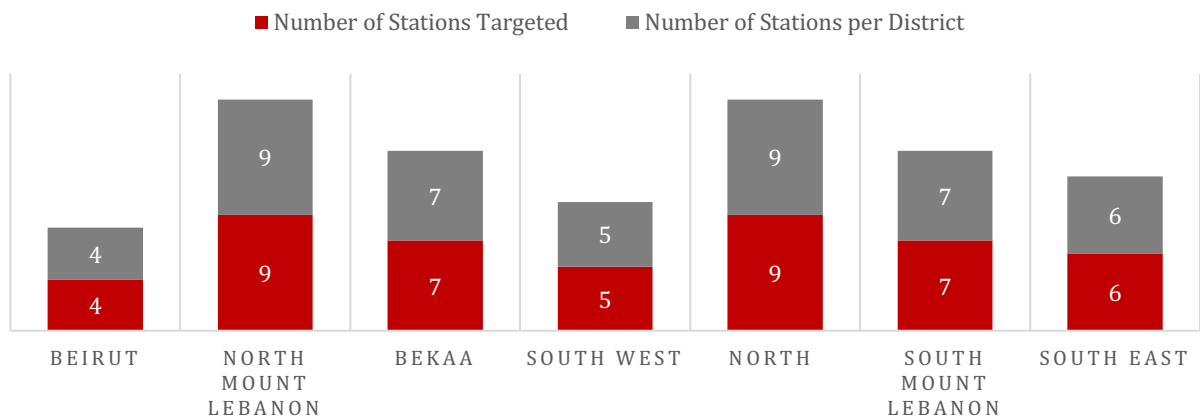
#### Quality Improvement (QI)

- Due to the current health situation in the country, field visits and monitoring of EMS Missions were postponed.
- In the third quarter of 2021, a workshop was conducted for the Field Training Officer (FTO) to validate the tools and policies drafted.
- The Clinical Guideline Review group was meeting regularly to conduct effective clinical research using appropriate research platforms and methodologies; 100% of the existing guidelines were reviewed and in the process of implementing the updates.
- The technical committee baseline assessment was conducted with all LRC EMS stations. The analysis of the findings allowed for the development of tailored capacity building plans for each technical committee.

<sup>2</sup> Spears, Tabaris, Metn District, Antelias, Qornet Chehouane, Jal el Dib, Bekaa District, Zahle, Qabb Elias, Saida, Jezzine, Jinsnaya, Insarieh, Nabatieh, Tripoly, Batroun, Koura, Becharre, Halba, Qobayat, Aley, Deir el Qamar, Choueifat, Marjeaioun, and Gamma Dispatch Centers

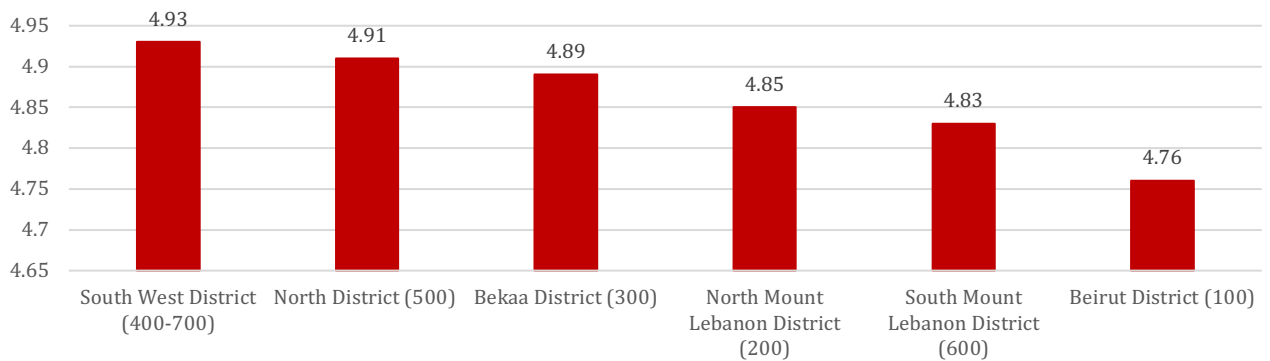
<sup>3</sup> Furn el Chebbak, Antelias, Qornet Chehouane, Qab Elias, Nabatieh, Zgharta, and Baabda Sectors

- The Quality Improvement team finished the second phase of technical committee initiative; existing knowledge, challenges and practices were identified for all technical committees of LRC EMS stations while conducting 16 more baseline assessments.



**Figure 6: Number of stations targeted per district**

- Overall, **806** EMTs were trained on the use of ePCR in 28 stations in Lebanon
- The analysis of compiled technical committee assessments started for each district to compare and tailor needs-targeted capacity building plans and develop systemized processes to guarantee the successful performance of each technical committee among all the stations.
- The EMS Satisfaction Survey took place at a national level, whereas the overall perceived satisfaction of respondents was of 4.85/5 for 2021. The results of the survey showed that on average 42% of respondents reported having used the EMS services 2 to 4 times over the past year.



**Figure 7: Overall satisfaction per district**

### 2.1.3. Activities and Targets Achieved

In 2021, through its services, the Emergency Medical Sector was able to reach 166,412 beneficiaries disaggregated as follows:

#### Beneficiary Disaggregation

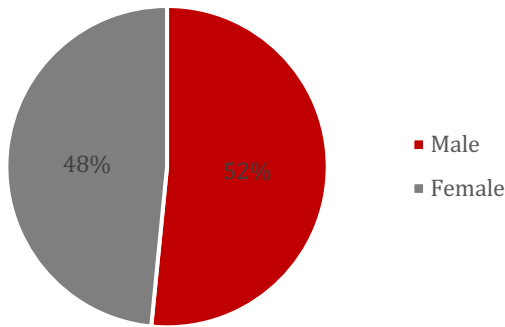


Figure 8: EMS 2021 Beneficiaries Disaggregated by Sex

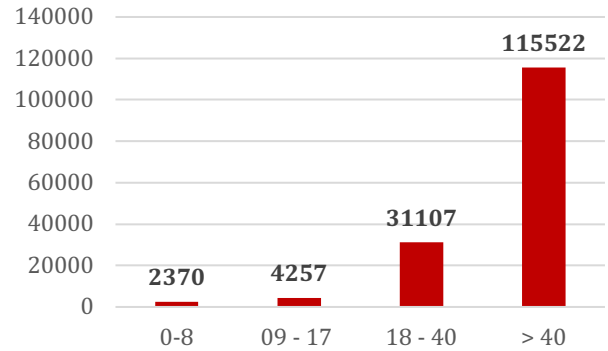


Figure 9: EMS 2021 Beneficiaries Disaggregated by Age Group

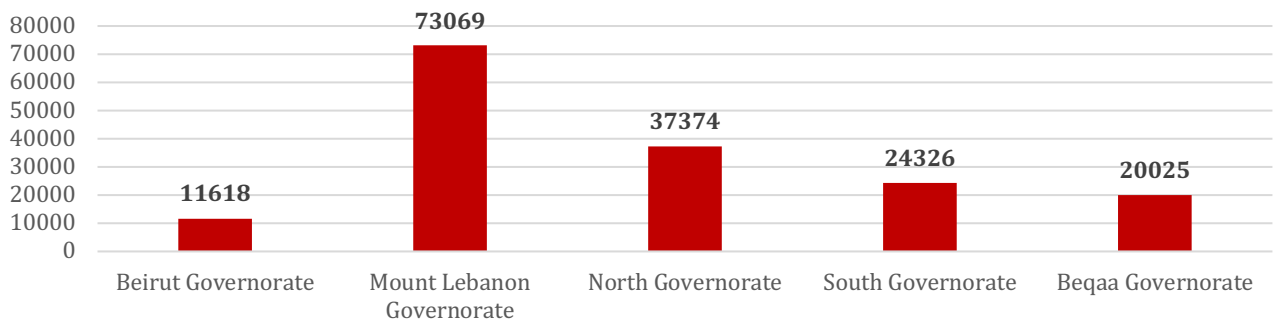


Figure 10: Total Number of Beneficiaries Disaggregated per Governorate

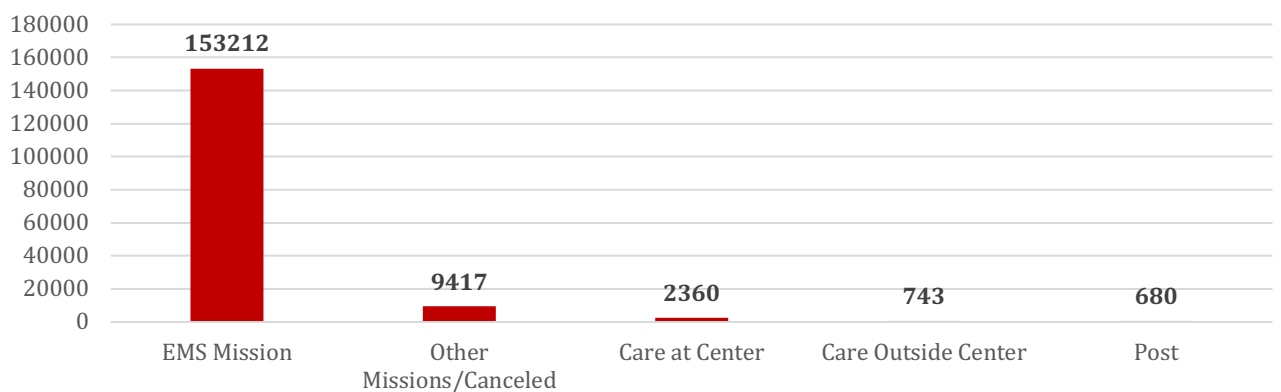


Figure 11: Total number of Beneficiaries Disaggregated per Type of Mission

### EMT Trainings

A total of **2,883** volunteers were trained during 2021. The EMT followed by the QI and the safer access projects respectively provided 44%, 32% and 19% of the overall 2021 EMS courses delivered. As shown in the figure below, the EMT project achieved 65% of its planned activities for 2021, the safer access accomplished 83% of the planned activities, and the QI project completed its plan in addition to 48% more activities than the original plan. The Leadership/management, training of drivers and the search and rescue projects achieved their 2021 planned activities, however zero disseminators were trained.

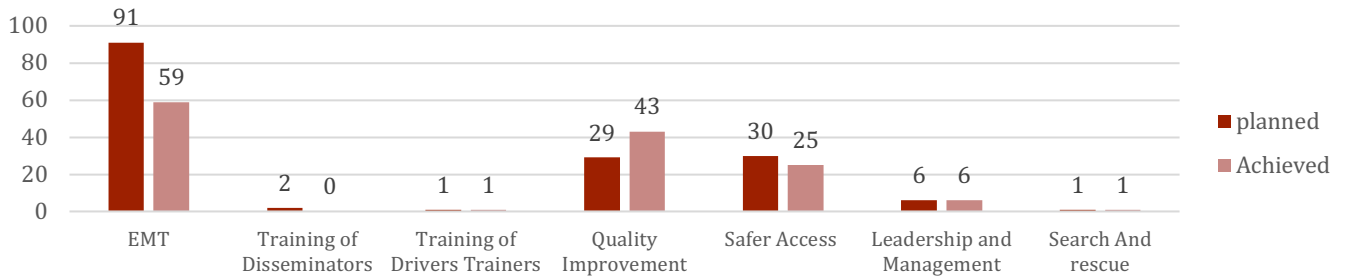


Figure 12: Number of Training Courses Planned vs Achieved per Project

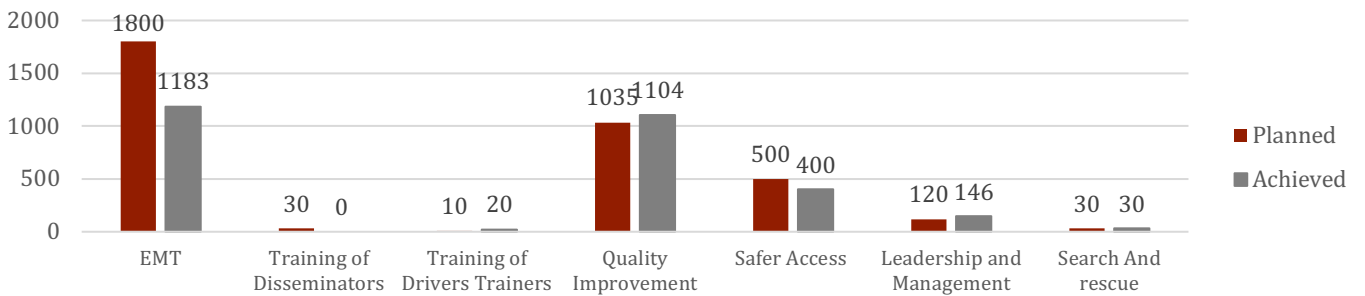


Figure 13: Number of Participants Planned vs Achieved per Project

### First Aid Training

The First Aid Project targets the internal and external beneficiaries. Internal beneficiaries are defined as the LRC Staff and volunteers and the external beneficiaries of the LRC are university students, staff of other companies or NGOs etc. The First Aid project is responsible for the delivery of both the first aid and first responder courses. The courses are often tailored to meet the needs of stakeholders. During 2021, the First Aid project was able to achieve **1,364** courses reaching **10,643** beneficiaries. The highest number of courses were delivered to the external beneficiaries of the LRC (85% of courses reached 84% of the total number of beneficiaries). The remaining 16% of the total number of beneficiaries were internal (LRC staff and volunteers).

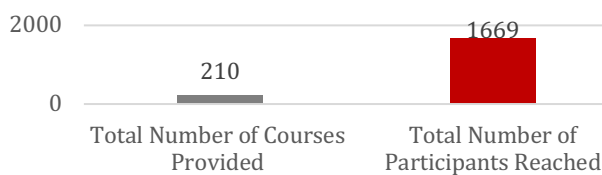


Figure 14: Number of Courses Provided to Internal LRC Beneficiaries

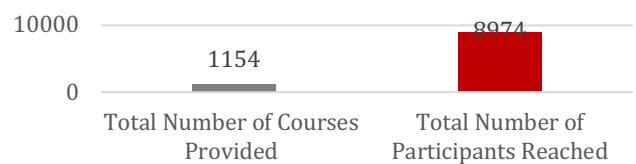


Figure 15: Number of Course Provided to External LRC Beneficiaries

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#### 2.1.4. EMS Objectives for 2022

In 2022, the EMS aims to:

1. Maintain the capacity to provide effective pre-hospital care for the population in Lebanon
2. Ensure safe and scalable response for COVID-19 pandemic
3. Respond effectively to major incidents
4. Complete the integration of the North Dispatch center with the new system
5. Complete the deployment of all radio (UHF) relays
6. Complete the integration North and Bekaa stations with the EPCR project
7. Replace at least 20 old ambulances
8. Install negative pressure boxes in 160 ambulances
9. Deliver 146 trainings to a target of 3,500 participants.

## 2.2. Blood Transfusion Sector

### 2.2.1. BTS Overview

The BTS is mandated by the MoPH to ensure safe blood products to patients in the country. With 13 Centers distributed on the Lebanese territory, 2 in Beirut, 2 in the Beqaa, 3 in South Lebanon, 2 in North Lebanon and 4 in Mount Lebanon; the BTS collects, tests, prepares and distributes blood components to hospitals at no cost thus providing  $\pm 27\%$  of the national blood supply.

LRC BTS is focused on providing the best service to patients in need of blood products while respecting safety and quality standards in compliance with AABB guidelines and MoPH good transfusion practices; this includes a centralization of testing activities for standardization of services and cost reduction, a physical rehabilitation of premises to guarantee a safe workflow, a development and implementation of a quality management system. LRC BTS, like other LRC sectors, is prepared to respond in case of disasters; thus, assuring supply of blood products nationally through transport of available stocks to needed hospitals/areas and increasing the collection capacity while having appropriate communication. BTS is progressing towards its strategic objectives constantly and regularly despite all challenges faced in 2021.

### 2.2.2. Main Activities Achieved

Despite the above-mentioned challenges, and with the support of partners, BTS succeeded in 2021 to have one main achievement that is increasing the number of blood units distributed to reach 51,415 blood components. Thus, this increase was by 21% compared to 2020 which is a consistent support to all health institutions in Lebanon winning the trust and the acceptance of the health community. Other major achievements are:

#### 2.2.2.1. Centralization of testing activities

The consolidation of serology testing and Immunohematology testing was successfully finalized in Jbeil for all 11 BTS Centers (except Beqaa area). This relieved the technologists in busy centers and allowed them to concentrate on blood collection. It also secured the quality of components by performing all quality control testing including enrollment in external quality assurance program. It consisted of having adequate transportation equipment and system, SOP's development, driver's recruitment and training.

#### 2.2.2.2. Purchase of Blood Sample Management System

The blood sample management system was improved by the implementation of a safe system for the transport of samples from collecting centers to testing centers. This was completed through the purchase of needed transport equipment (transport boxes, racks, software assuring traceability of transport conditions, temperature monitoring), writing appropriate standard operating procedures and the recruitment and training delivered to drivers.

#### 2.2.2.3. Fully Automated Testing Equipment

The purchase of a fully automated immunohematology testing machine to identify blood group type for all blood units collected. A team of technologists were trained to operate this new machine to enhance the quality of work in BTS.

#### 2.2.2.4. Response to Emergencies (Akkar Explosion)

On August 15th, the BTS activated immediately the disaster plan in response to Akkar explosion that lead to deaths and burn injuries. BTS North Centers were open to collect blood units while some other BTS centers opened to distribute Fresh Frozen plasma to the hospitals receiving casualties. The transport was assured by trained and qualified LRC DMS volunteers. In total 704 Blood Components (45 Red Blood Cells and 659 Fresh Frozen Plasma) were distributed in 12 days.

#### 2.2.2.5. Development of BTS volunteer program

The volunteer training program for BTS was developed which aims at recruiting and training a pool of BTS volunteers that would help in developing and maintaining a donor management program. The training material for the induction course was developed and validated. The fields of BTS support by volunteers were identified to be: Call center support, support during blood drives and in blood donation centers, donation awareness and donor recruitment, and the organization of blood drives

#### 2.2.2.6. Blood Request Call Center

The training course for the LRC BTS Blood Request Call Center was developed and validated. A pilot was launched after recruiting 10 Volunteer Technologists to be in charge of all call requests from patients.

#### 2.2.2.7. AABB Gap Assessment

The preparation of AABB Gap Assessment visit took place by performing needed training for all personnel, and developing and improving BTS' quality management system.

#### 2.2.2.8. BTS Gemmazye Renovation

The renovation project was awarded based on a tender launched by the LRC Procurement Section. The renovation works started by the end of 2021 and will be finished in second quarter of 2022.

#### 2.2.2.9. Pro Guide Consultancy Project

The consultancy project revolves around the future model of blood transfusion services in Lebanon. A midterm report was submitted in 2021; in parallel, a financial study was conducted that shows the effect of the cost recovery strategy on the BTS budget and the expansion required by the BTS to align with BTS' future standpoint. The Final Report and Executive Summary will be submitted in the second report of 2022.

### 2.2.2.10. Purchase of Transportation Vehicles

LRC BTS was able to purchase 5 “mini-van” to transport blood samples, whole blood and tested blood units between the BTS Centers and from blood drives to the BTS Centers in a controlled temperature environment and cold boxes. Also, LRC BTS installed aluminum shelves in the vehicles and boxes for blood transportation and was able to purchase a transport van for the blood drive team.

### 2.2.3. Activities and Targets Achieved

In 2021, through its services, the Blood Transfusion Sector was able to reach 21,420 beneficiaries.

#### Beneficiary Demographics

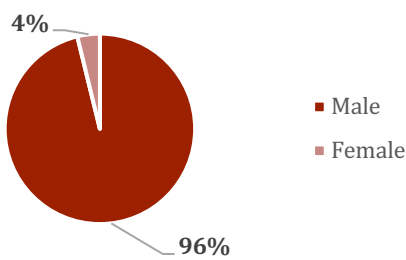


Figure 16: Number of Blood Units Collected Disaggregated by Sex

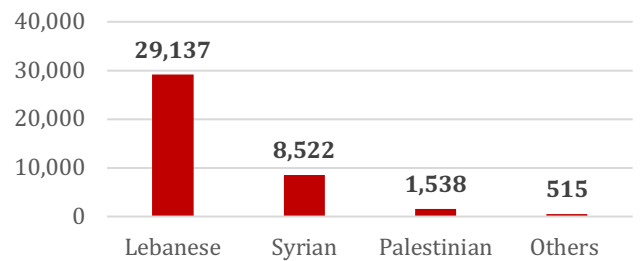


Figure 17: Number of Blood Unit Collected Disaggregated by Nationality

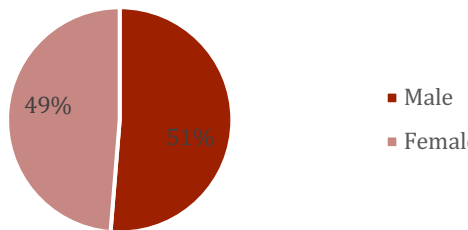


Figure 18: Number of Blood Units Distributed Disaggregated by Sex

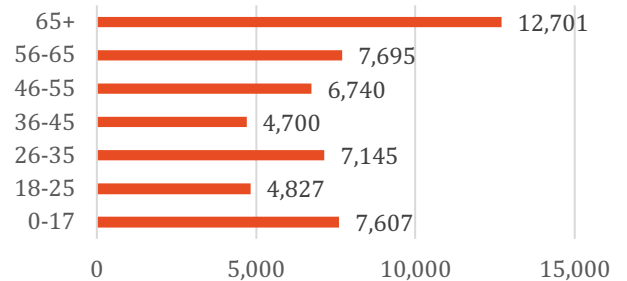


Figure 19: Number of Blood Units Distributed Disaggregated by Age

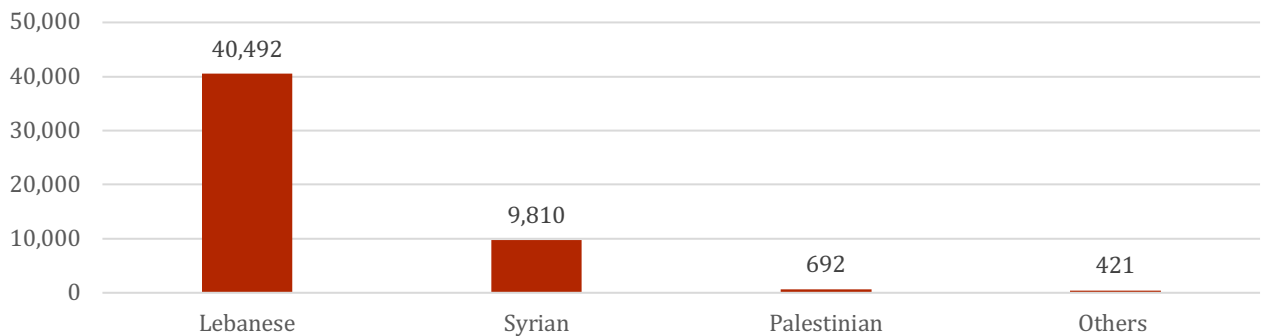


Figure 20: Number of Blood Units collected Disaggregated by Nationality

## Blood Units Collection and Distribution

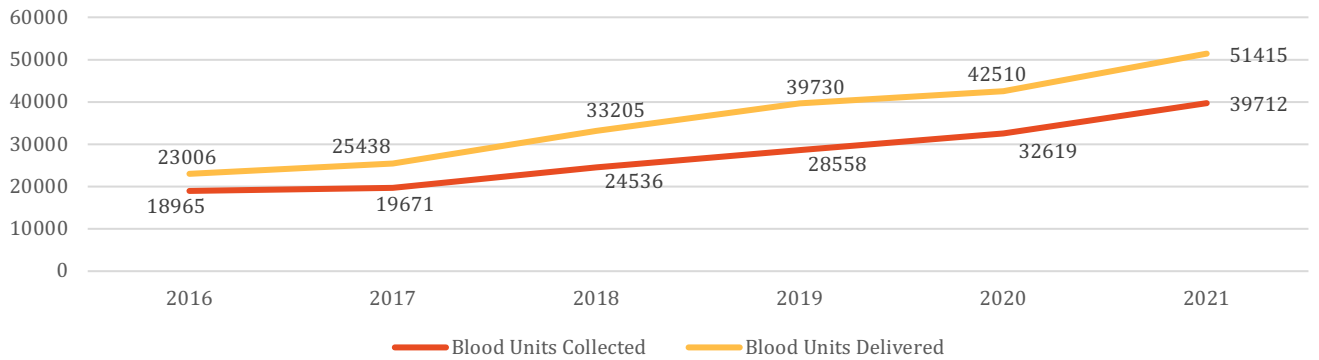


Figure 21: Total Number of Blood Units Collected and Distributed Over the Years

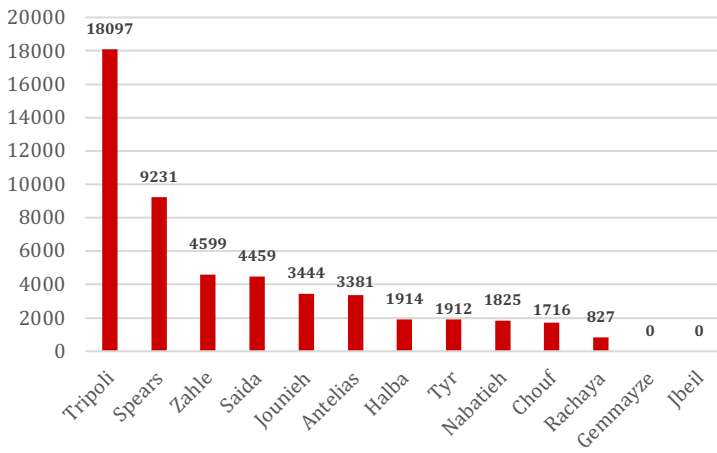


Figure 22: Number of Blood Units Distributed Per Center

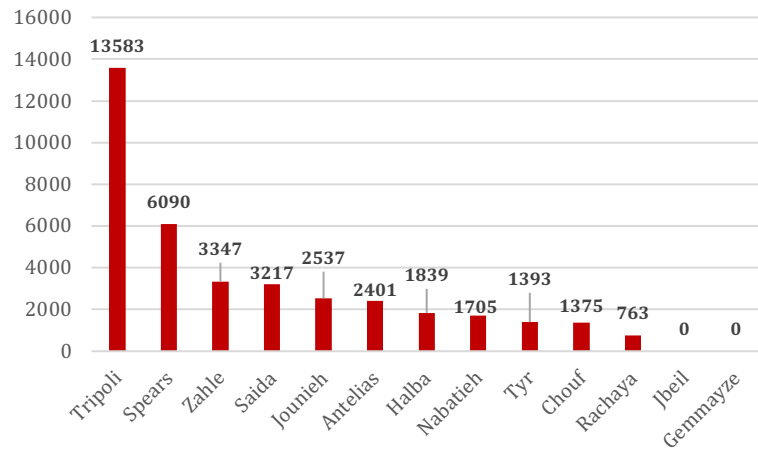


Figure 23: Number of Blood Units Collected per Center

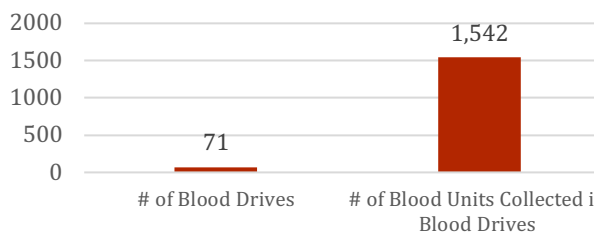


Figure 24: Number of Blood Drives Conducted and Blood Units Collected

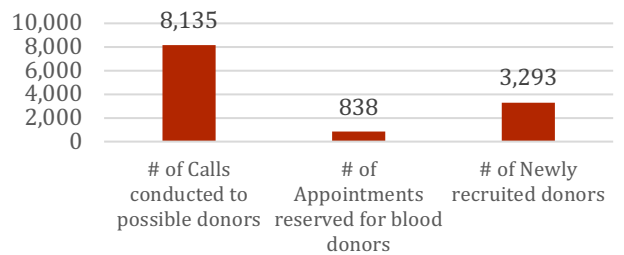


Figure 25: Blood Donor Recruitment Process



Figure 26: Number of Blood Tests Conducted

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#### 2.2.4. BTS Objectives for 2022

In 2022, the BTS aims to:

1. Enhance the quality of blood products through compliance with all legislation, regulations and best practices regarding safety and quality standards for blood transfusion services, physical rehabilitation and refurbishing of all BTCs.
2. Centralize the testing and production of blood components.
3. Increase the availability of blood components through increased voluntary blood donations and more efficient and effective blood transportation system.
4. Increase the sustainability of the LRC BTS Operations.
5. Prepare and effectively respond to major incidents and crisis.

## 2.3. Disaster Management Sector

### 2.3.1. DMS Overview

The DMS aims to ensure appropriate preparedness, a timely and effective response, and a sustainable recovery from disasters, emergencies, and crises, using a people centered approach. The sector aims to preserve the dignity of the people living in Lebanon, affected by and at risk of emergencies, disasters, and crises by:

- Integrating communities and institutions in preparedness, long term planning, and sustainable recovery from emergencies, disasters, and crises, and
- Meeting the basic needs of vulnerable people affected by emergencies, disasters, and crises.

The goal of the sector is to ensure appropriate preparedness, timely, and effective response to, and sustainable recovery from disasters, emergencies, and crises, using a people center approach. As a result of the drafted Theory of Change, the sector strategy is focused around three main objectives from 2022-2026, characterized in the following:

- SO1: DMS has structures, systems, and resources
- SO2: DMS technical capacities are built and maintained
- SO3: Establish Linkages and coordination mechanisms and ensure effective preparedness.

LRC-DMS has the advantage of its extended reach across the country, through its DM centers and teams, making it geographically more accessible to all communities and scenes of crises. In addition, LRC-DMS has a largely skilled and committed volunteer base rooted within targeted communities, all while providing assistance and regular follows-up within its beneficiaries to ensure service quality

### 2.3.2. Main Activities Achieved

- The DMS launched the Lebanon Vulnerability Census (LVC), a national census that aims to assess the vulnerability and poverty of Lebanese populations across Lebanon. The project uses the Multi Sectoral Needs Assessment (MSNA), in order to collect data. The LVC is operational across all DMS teams, around the areas, where almost 100 volunteers are on ground collecting the data. The system uses Workforce and ArcGIS in order to facilitate the process on ground, and ensure proper monitoring of progress, and efficient communication between teams on ground and dispatcher team at HQ level.
- The DMS succeeded in advocating for the dollarization of the cash assistance provision to both host and refugee communities, in order to maintain the value of the assistance despite the economic crisis. Efforts were collectively placed internally, between involved stakeholders.
- The DMS increased the scope of its objectives towards looking into Menstrual Hygiene Management (MHM), through WASH projects as a start, in order to increase PGI mainstreaming and project targeting according to needs. It is notable to mention that period poverty became a serious issue in 2021 for host and refugee females around the country, increasing their vulnerability.
- The Cash Working Group was launched in 2021.

### 2.3.3. Activities and Targets Achieved

In 2021, through its services, the Disaster Management Sector was able to reach 158,685 beneficiaries disaggregated as follows:

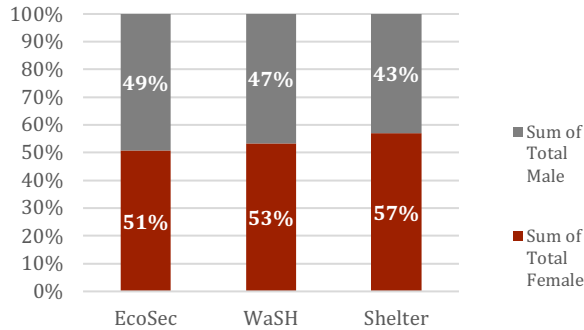


Figure 27: Total Number of Beneficiaries Disaggregated by Sex

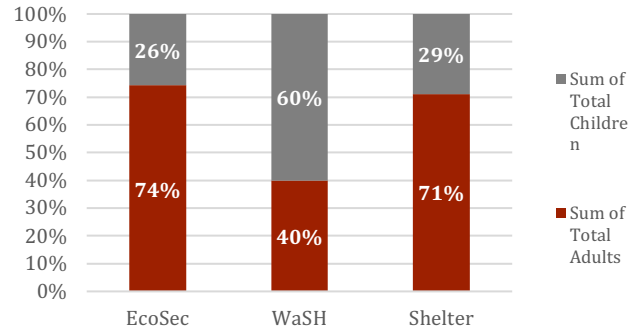


Figure 29: Total Number of Beneficiaries Disaggregated per Age

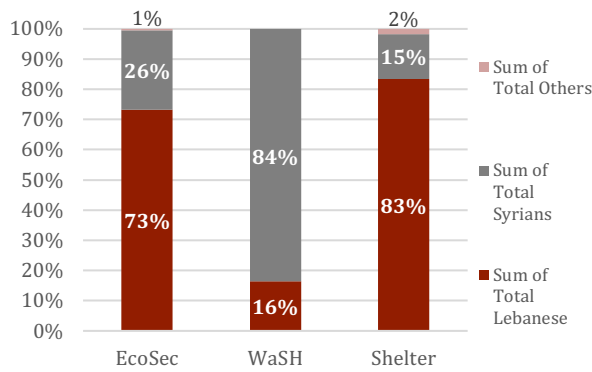


Figure 28: Total Number of Beneficiaries Disaggregated by Nationality

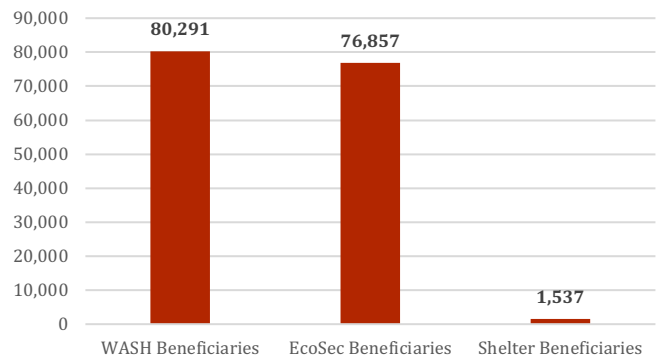


Figure 30: Total Number of Beneficiaries per Program

### Trainings and Capacity Building



Figure 31: Planned vs Achieved DMS Courses per Project

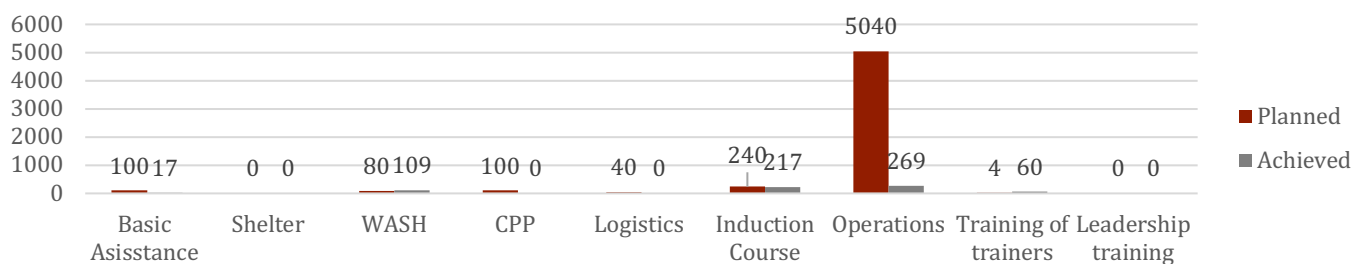


Figure 32: Planned vs Achieved number of Participants Per DMS Projects

### 2.3.4. Physical Rehabilitation Center (PRC)

#### Overview

Physical Rehabilitation Center has been re-established with the support of the ICRC at the end of 2019 and started to provide services in June 2020. The ICRC provides its support by importing on yearly basis materials and equipment along with technical and managerial capacity building for HR personnel. A project agreement was signed between LRC and the ICRC for a five-year strategy plan for the service provision of physical rehabilitation to the vulnerable people with physical disabilities coming from different communities.

The center aims to expand its services based on a comprehensive model and a multidisciplinary approach with psychosocial support that will also include opportunity to livelihood activities.

People with physical disabilities (PwDs) benefit from comprehensive and high-quality physical rehabilitation services that include prosthetic, orthotic, wheelchairs, physiotherapy services alongside with Psychosocial Support (PSS) and opportunity for livelihood projects to improve their lives and to ensure their inclusion in the society. Access to physical rehabilitation services is essential for ensuring that people with physical disabilities participate fully in society. Regaining mobility is an important step towards having the same opportunities as other members of society. In 2021 the Lebanese Red Cross Physical Rehabilitation Center in Aley with the cooperation of ICRC assisted around 282 people with disabilities over all Lebanese regions.

## Main Activities Achieved

In 2021, the PRC in collaboration with the International Committee of the Red Cross (ICRC) was able to reach 282 individuals from all areas in Lebanon as shown below:

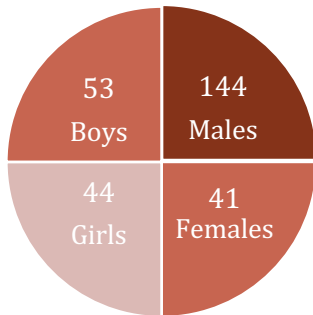


Figure 33: Number of Beneficiaries Disaggregated by Sex and Age

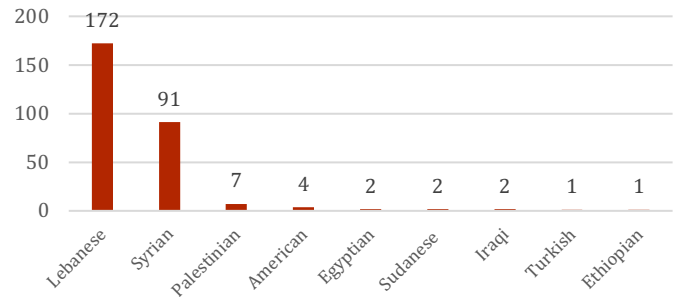


Figure 34: Number of Beneficiaries Disaggregated by Nationality

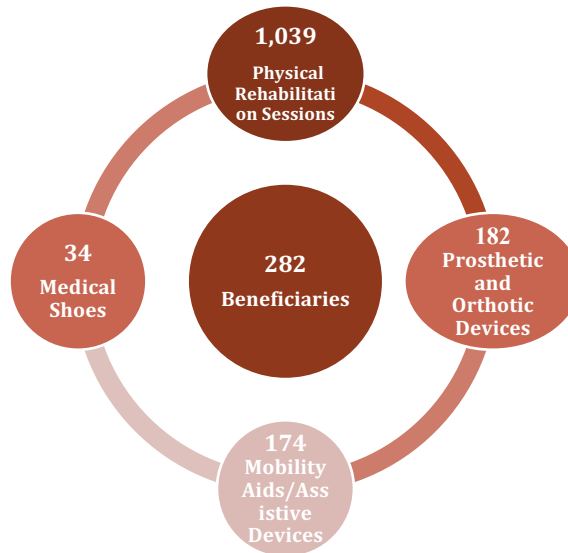


Figure 35: Total Services Provided by the PRC

## Main Challenges

- Economic crisis causing an increase in prices especially transportation fees.
- The pandemic that led to the lockdown of the center.
- Lack of material
- Not enough space in the center
- Diversity of the patients' needs VS the limitation of priority for the PwDs
- Patients are not committing on their appointments
- Finding a way to convince patients in what the center can offer, even if the service is free of charge.

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### 2.3.5. DMS Objectives for 2022

In 2022, the DMS aims to achieve the following:

1. Target 40 WASH in institutions (Schools, PHCs, HC)
2. Target 200 households under WASH in informal tented settlements (ITS)
3. Conduct 12 WASH Host Communities project
4. Conduct 2 Shelter small-scale neighborhood projects
5. Implement shelter access to essential services in 5 local public institutions
6. Conduct National MSNA assessments under LVC
7. Provide Unconditional Unrestricted Cash to 10,000 households
8. Provide Winter Cash top-up assistance to 5,000 households
9. Distribute Food Parcels to 5,000 households
10. Provide in-kind Winter assistance to 10,000 households
11. Provide LLH income generation assistance to 150 households
12. Capacity building for livelihoods and income generation activities
13. Conduct Trainings on Minimum Standards as per Strategy
14. Conduct Strategy Workshops to implement plan of Action.

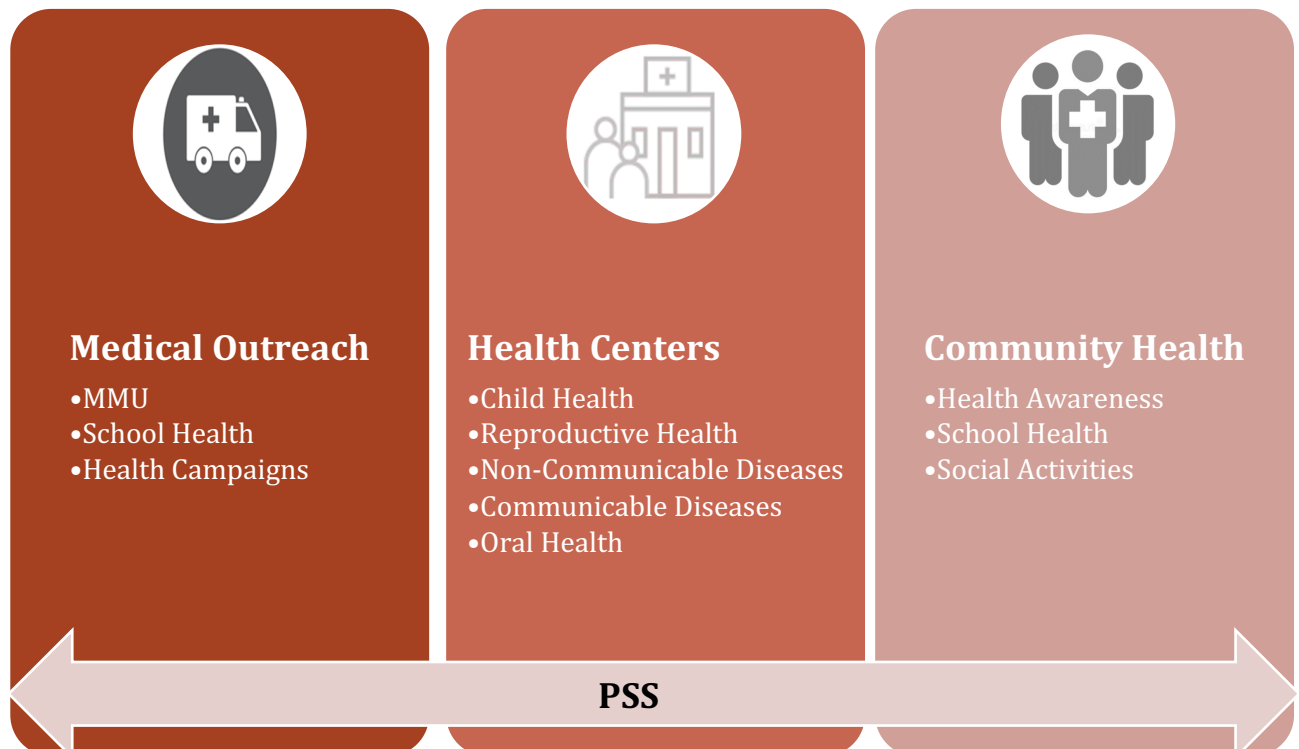
## 2.4. Medico-Social Sector

### 2.4.1. MSS Overview

The overall goal at the Medico Social Sector (MSS) is to improve the well-being of the vulnerable host and refugee communities in Lebanon by reducing their health and psychosocial vulnerabilities through the assistance provided by the MSS. The sector's specific objectives are as follows:

1. MSS aims to increase access to vital primary healthcare services, community health and psycho-social support activities in under-served communities to 440,000 in the year 2025; through health centers, mobile medical units, and outreach activities.
2. MSS will invest in the quality of LRC health centers across all Lebanese districts, to achieve Ministry of Public Health (MoPH) quality standards in 11 health centers by 2023, and a total of 22 health centers by 2025.

As for 2021, the MSS sector provided primary healthcare services in 36 Healthcare Centers (HCs), 7 Mobile Medical Units (MMUs) and 1 medical outreach through a group of medical staff, including doctors, nurses, social workers, etc. Furthermore, the Psycho-Social Support (PSS) program at MSS is a cross-cutting program implemented by social workers through all MSS intervention (health facilities and outreach projects). The MSS provides its services nation-wide service through as per the summarized as below:



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## 2.4.2. Main Activities Achieved

### Health centers scale-up project

In August 2021, due to the economic crisis in Lebanon, medication shortages were felt across the country especially chronic and basic acute medications. The majority of the population was facing severe challenges in having appropriate access to medication due to the inability of authorities to sustain the heavily subsidized system. Thereby, the scale-up initiative was launched, aiming to encourage partners to support health centers to improve the quality of services by procuring essential medications and all needed resources (medical equipment, human resources, capacity building, infrastructure enhancements, IT support, etc.). A re-assessment tool was used in all the health centers, and centers were divided into categories, based on different scoring criteria, and 12 PHCs and HCs were selected.

Starting 2021, a flat fee was implemented in 3 health centers (Nabatieh, Hermel and Tarik Jdide) as a response to the increasing financial vulnerabilities.

### NOVO Project

In 2021 and under the umbrella of the NOVO project, the MSS partnered with the Danish Red Cross, London School of Health and Tropical Medicine, and the American university of Beirut in a research project, entitled “Bridging the Gap Project in Lebanon: Research study evaluating a peer support strategy to care for people with diabetes and/or hypertension”. This research was conducted in four health centers, where the research team conducted a study combining qualitative (sequential in-depth interviews with health workers, decision makers, and patients), and quantitative approaches (participant surveys and physical measurements). The purpose of this study was to evaluate a peer support strategy to care for people with diabetes and/or hypertension. It aims to build a more coherent system of non-communicable diseases prevention, care and support to Lebanese host communities and Syrian refugees, with a focus on capacity-building at the primary health care and community level.

### Health Awareness Data Collection

In 2021, MMU health awareness data was collected using the new data collection tool developed on Survey123. This data collection tool captured data based on the unified MSS Log Frame indicators and MMU project. Furthermore, all MMUs started using a new coding system.

### Assessments

Area and health facilities' assessments were conducted with the support of Canadian Red Cross (CRC), in all seven districts covered by the MMUs. This assessment assisted the MSS in the selection of the villages that will be covered by the MMUs. In addition, a clear mapping of the health services provided in the areas was established following the area assessment. Additionally, CRC and MSS conducted a facility assessment based on IFRC's minimum standards for PGI, along with an assessment aiming to identify gaps for providing gender and age inclusive health services. During the third quarter of 2021, the assessment was finalized in Nabatieh, Hemel, Jezzine and Baalback Health center. A work plan was prepared in order to implement all needed interventions based on the gaps mentioned in the assessment report. Moreover, another community assessment was conducted during second and third quarter of 2021 in Hermel, Nabatieh, Tarik Jdide and Jezzine areas in order to identify adequate sexual reproductive health services

integrating PGI. Based on the results of the assessment, two work plans were prepared: Health and PSS, in order to implement the interventions needed. The implementation of the work plan was initiated and is ongoing through the provision of training for the medical staff and social workers, printing of Information, Education and Communication materials.

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### Child Friendly Spaces

A “Child Friendly Spaces” (CFS) SOP was developed with the support of MSS-PSS team. The purpose of this SOP is to describe LRCs - CFS operation in a structured way to ensure that the minimum standards of safety, dignity, protection and accessibility are met across all regions of Lebanon during the COVID-19 pandemic. This SOP was translated to Arabic and communicated with all MSS social workers.

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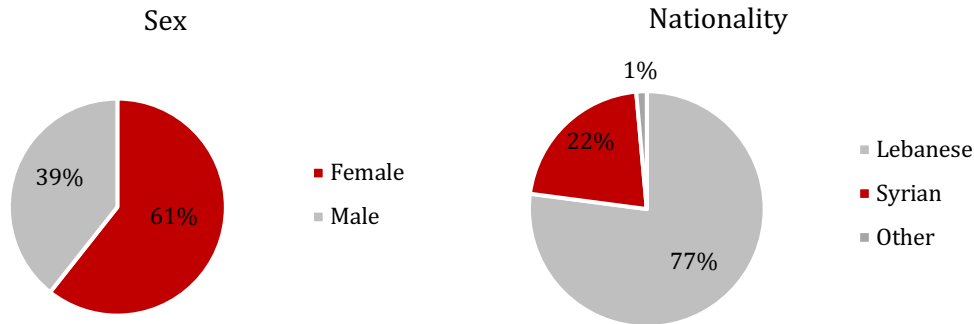
### Monitoring and Evaluation of Projects

A MMU **Knowledge, Attitude, and Practices (KAP), PSS & Satisfaction Survey** was rolled out in 2021. The aim of this study was to study the knowledge, attitudes and practices of the people residing in four districts: Hermel, Chouf, Baalback & Hermel. In addition, of measuring beneficiaries’ satisfaction of PHC services provided at the level of the MMUs in the above-mentioned districts. A Beneficiaries’ **Satisfaction Assessment** was developed and rolled out during the third quarter of 2021 to assess the beneficiaries’ satisfaction in Tyre MMU. A **Perception survey** was developed and rolled out to assess beneficiaries’ preferences in regards to communications channels. As a result of the perception survey, it was decided that tablets would be installed in MSS HCs & MMUs for beneficiaries to leave their feedback on the services provided.

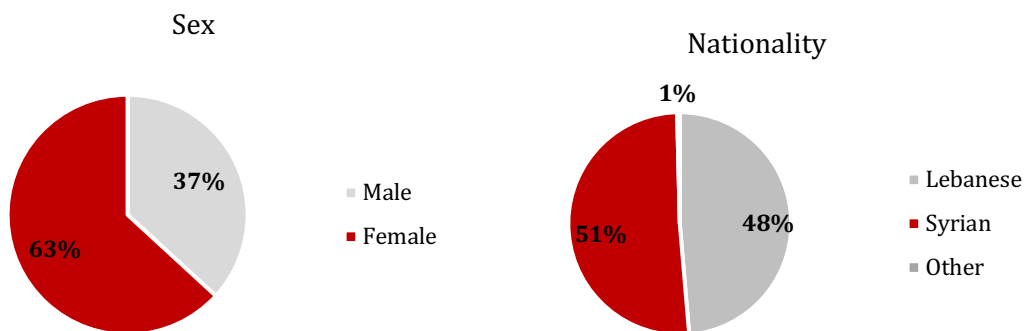
### 2.4.3. Activities and Targets Achieved

In 2021, through its services, the Medico-Social Sector was able to reach 333,210 beneficiaries disaggregated as follows:

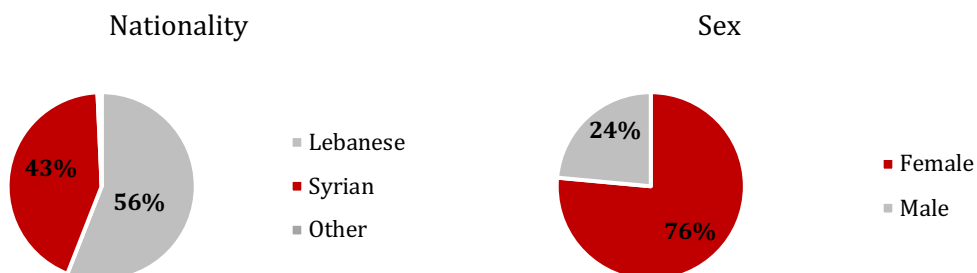
**162,048 attendees<sup>4</sup>** were reached by PHC services through 36 Health Centers:



**107,198 attendees** were reached by PHC services through 8 MMUs and 1 outreach MMU:

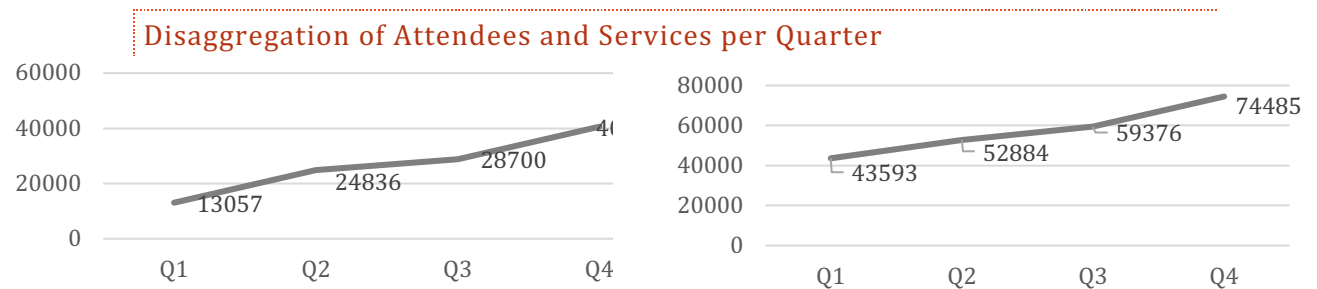
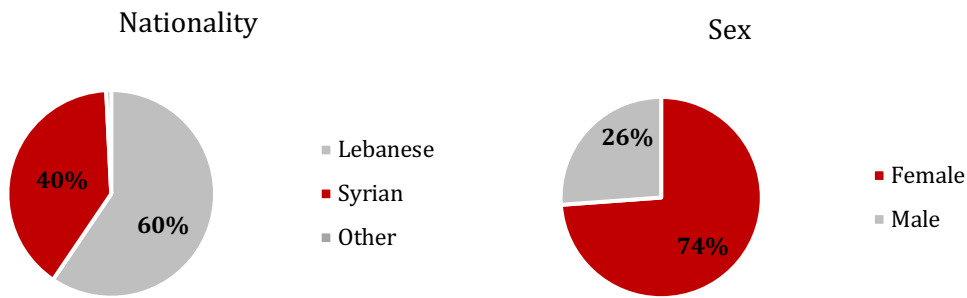


**36,354 Attendees** were reached by Community-based health (CBH) and outreach for health awareness:



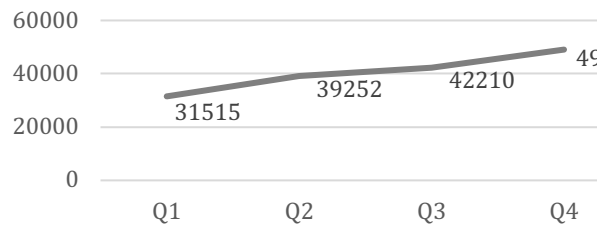
<sup>4</sup> Note: "Attendees" are not unique beneficiaries, this number indicates total number of visits, so if the same beneficiaries received services from an MSS health facilities or a health project 5 times during the year 2021, he/she is counted as 5 attendees/visits.

**27,425 Unique beneficiaries** were reached by Psychosocial Support Services (PSS):

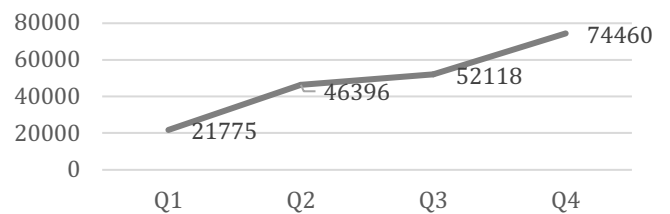


**Figure 36: Number of attendees Accessing MMUs and Medical Outreach in 2021**

**Figure 38: PCS Services Provided by all MMUs and Medical Outreach in 2021**



**Figure 37: Number of HC Attendees in 2021**



**Figure 39: PHC Services Provided by HCs in 2021**

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#### 2.4.4. MSS Objectives for 2022

In 2022, the MSS aims to achieve the following:

1. Improve the well-being of vulnerable people in Lebanon by reducing the Health & Psychosocial vulnerabilities of targeted refugee & host communities as a result of the assistance provided through the Medico Social Sector.
2. Provide adequate access to quality primary healthcare and Psycho-social support services to vulnerable communities.
3. Develop the operational and technical capacities of the MSS teams to ensure the delivery of quality and timely service to the vulnerable communities.
4. Improve and retain health knowledge amongst vulnerable communities.

## 2.5. Youth Sector

### 2.5.1. Youth Overview

Rooted in the belief that “Youth are Agents of Change”, the Youth Sector aims to raise awareness about issues that matter to the youth population through informative and interactive sessions. These sessions aim at addressing and changing unhealthy behaviors. While focusing on improving mutual understanding and tolerance among people, the work of the Youth sector contributes to maintaining peace and peaceful co-existence between individuals and communities in Lebanon. The Youth Sector focuses through its activities on spreading and promoting the humanitarian values in a non-ideological, religious and politically neutralized framework, the sector aims to create a core of Youth who contribute to the development of their communities. The LRC Youth sector’s strategic directions are in line with LRC’s strategy, in terms of enhancing the impact and sustainability of activities.

The Youth Sector focuses on the implementation of its three main programs, in addition to other interventions that the sector implements in both the non-crisis and crisis modes. That said, LRC Youth Sector is integrated into every aspect of the organization and strategy.

### 2.5.2. Main Activities Achieved

- The challenges faced in 2021 reinforced the sector’s training path and curriculum, which was an exceptional year in terms of capacity building.
- The cooperation with the PSS program was initiated with the recruitment of PSS-Youth officer where the officer started planning of the implementation of NOVO project within the Youth Sector.
- The Youth sector centers depend normally in the financing on the branches that cover the expenses of the youth centers within their geographical area. During the year 2021, due to the economic situation in the country, the youth centers focused some of their efforts on covering their expenses to ensure the minimum flow of work, due to the insufficient financial ability available to the youth sector administration, and the centers’ reliance on self-financing.

### 2.5.3. Activities and Targets Achieved

Due to the surge of COVID-19 cases in Lebanon during the first half of the year, the sector could not complete its planned activities. Nevertheless, Youth activities were carried out during the rest of the year. In 2021, through its services, the Youth Sector was able to reach 23,009 beneficiaries disaggregated as follows:

#### Humanitarian Values and Principles (HVP) Program

The HVP program within the Youth Sector aims to disseminate knowledge about the Red Cross’ humanitarian principles and human rights among youth and young adults through fun, interactive and informative sessions through two toolkits: YABC and Play It Fair.

## Youth As Agent For Behavioral Change (YABC)

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YABC uses non-formal peer education techniques such as games, role plays, simulation and visualization exercises, storytelling and arts. Through these activities, participants aged between 15 and 28 years old are encouraged to step out of their comfort zone, working together to learn and explore solutions to problems — all in a safe and supportive learning environment.

### Play it Fair

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The Toolkit helps to promote human rights, non-discrimination and peaceful conflict resolution within non-formal education programs for children aged between 6 and 12 years old, such as summer camps or after school activities. During 2021, the sector reached **1,906** unique beneficiaries through **72 long term activities**<sup>5</sup>.

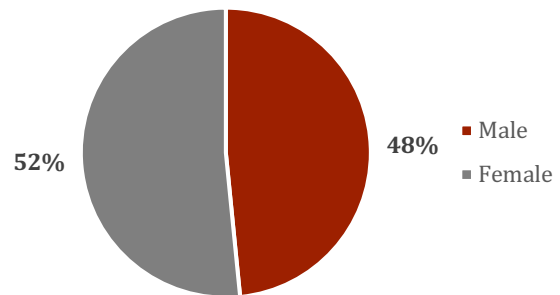


Figure 40: Beneficiaries Disaggregated by Sex for the HVP Program

### Youth and Health (Y&H) Program

The Youth and Health program aims to spread awareness while empowering the Youth within Lebanon by implementing the Youth and Health manual developed by the Youth Sector based on international standards. Y&H focuses on building the capacities of the young people by providing them with knowledge and information about risky behaviors and drug misuse by creating a positive and supportive environment in order to adopt preventive behaviors. The Y&H manual consists of 11 interactive and participatory sessions such as: Self-esteem, anger and stress management, decision making, and others. During 2021, the program supervises the implementation of

41 long term<sup>6</sup> Y&H activities that reached 736 unique beneficiaries aged between 15 and 24 years old segregated as below:

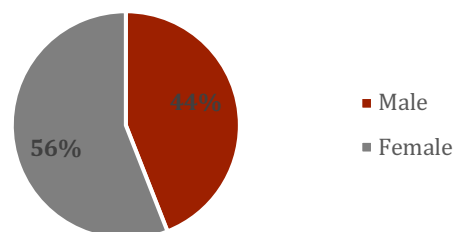


Figure 41: Beneficiaries Disaggregated by Sex for the Y&H Program

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<sup>5</sup> Each HVP long term activity consists of a minimum of 6 sessions.

<sup>6</sup> Each Y&H long term activity consists of a minimum of 11 sessions.

## Psychosocial Support

Being an important part of the sector's work, the PSS program in the sector worked on various topics in the year 2021 including:

- Developed MHPSS Guiding Notes to set the base for the sector and introduce the program. The total number of attendees for this was 111.
- One PSS/PGI training was conducted to 15 Youth Sector volunteers in Jounieh Training Center to further enhance the understanding of youth volunteers from different regions on the topic.

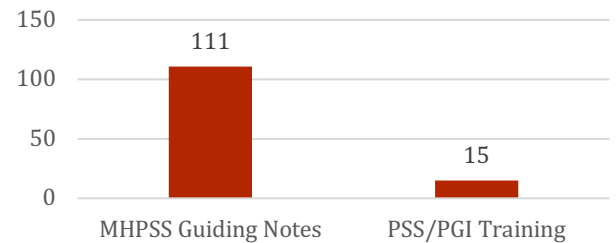


Figure 42: Number of Attendees for PSS related Activities

- Disseminated the online PFA training course in which 602 Youth Sector volunteers completed the course including 401 Females - 200 Males.

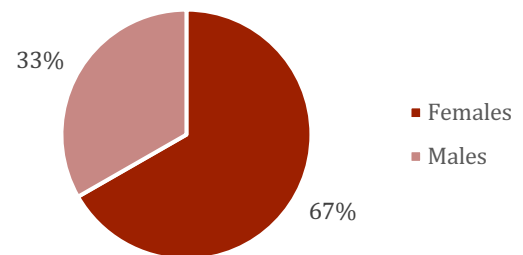


Figure 43: Number of Participants from the Youth Sector in LRC's online PFA Training

Moreover, the development of the "Health and Wellbeing" manual began which includes 8 sessions on the physical and mental health of youth, and with a specific focus on non-communicable diseases such as diabetes and hypertension.

Under the project related to Noncommunicable diseases as well, data regarding the schools in which we can implement the sessions were retrieved and filtered to identify the schools. 4 public schools were identified and will be contacted in 2022.

## Environment Program

By implementing the Sustainable Consumption and Production (SCP) toolkit the Environment program within the Youth sector attempts to spread environmental awareness while delivering SCP toolkit that consists of 20 educational activities based on several related environmental topics and aims to influence beneficiaries into adopting new environmental attitudes and behaviors into practices.

Throughout 2021, the Youth Centers and clubs accomplished **50 long term activities**<sup>7</sup> reaching **1,118 unique beneficiaries**.

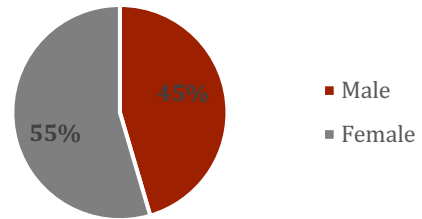


Figure 44: Beneficiaries Disaggregated by Sex for the Environment Program

In addition to the SCP toolkit, the program planted 5,450 trees all over the Lebanese territory in collaboration with Lebanon Reforestation Initiative (LRI). 1,340 volunteers were trained online on planting with LRI and 1,067 volunteers trained on SCP toolkit and Environment program introduction.



Figure 45: Planned vs Achieved Trees Planted

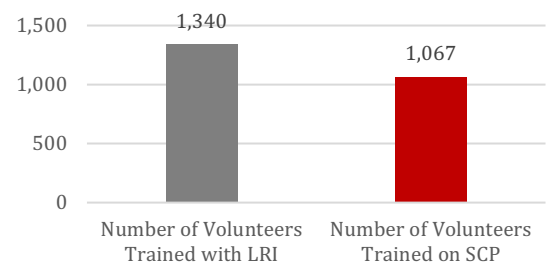


Figure 46: Number of Volunteers trained on Environment

Moreover, during the year 2021, the Youth centers **rehabilitated 10 public green spaces**, within the objectives and strategy of the sector, on all Lebanese territories. In September 2021, the Youth sector cooperated with ISWIM organization to clean several beaches across Lebanon with the **participation of 416 volunteers**.

<sup>7</sup> Each SCP long term activity consists on a minimum of 6 sessions.

### Youth Led activities

Unlike the three above-mentioned programs, Youth-Led initiatives are usually stand-alone sessions that tackle topics chosen by the volunteers based on the community needs. The volunteers utilized the opportunity of participating in many events like festivals and national and global days to organize many activities and celebrations like visits to patients at home, hospitals or foster houses. The sector completed **98 local activities** reaching **19,249 beneficiaries** where **3,982 food parcels** were distributed.

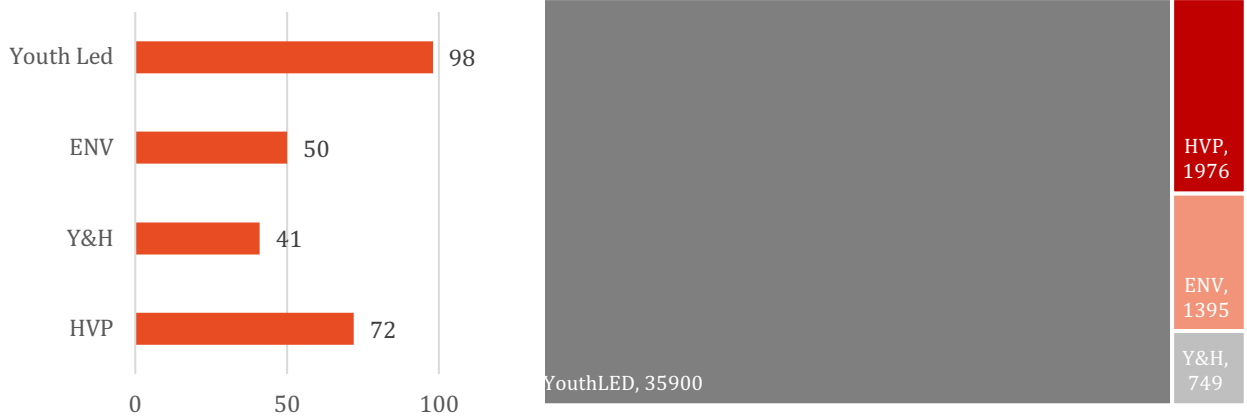


Figure 47: Number of Youth Activities in 2021

Figure 48: Number of Beneficiaries reached in 2021

### Trainings

As mentioned in the achievements section, the Youth Sector focuses as always to continuously build the capacities of its volunteers, nevertheless the 2021 challenges fortify the training objectives, thus, in total the sector conducted 364 trainings with 7886 participations to build the 2126 volunteers segregated as:

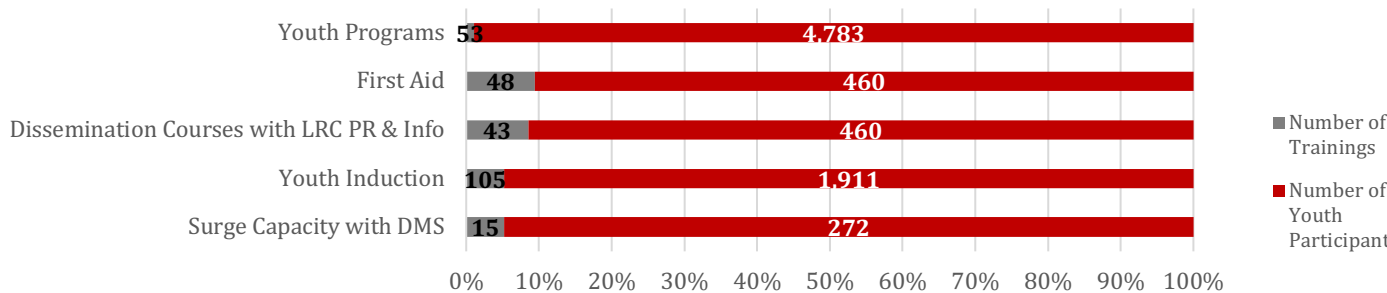


Figure 49: Youth Volunteers Participation in Trainings in 2021

## Internal Capacities in Terms of Training

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In cooperation with the LRC-Training Section, the sector overachieved its internal training capacities during 2021 to result the below:

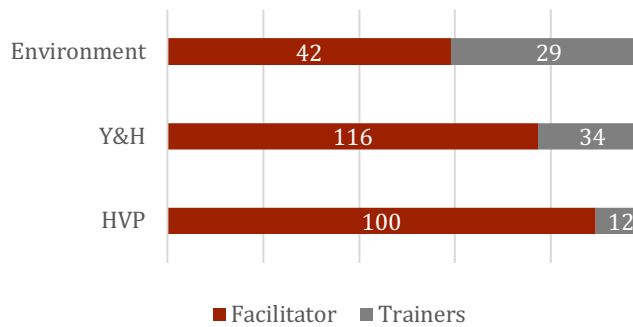


Figure 50: Capacities of the Youth Programs

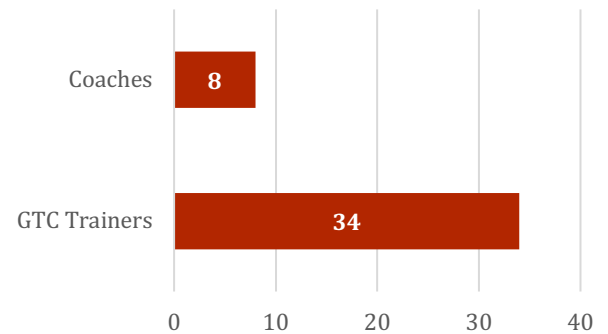


Figure 51: Capacities of the Training Committee

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### 2.5.4. Youth Objectives for 2022

In 2022 the Youth Sector aims to achieve the following:

- 1- Build and improve the capacities of Youth volunteers and centers capacities to ensure compliance with LRC minimum standards,
- 2- Increase awareness among Youth, children and other targeted beneficiaries on health, social and environmental responsibilities and practices,
- 3- Develop the capacities of Youth Volunteers to respond to disasters and crisis.

## 2.6. Disaster Risk Reduction Unit

### 2.6.1. DRR Overview

The Disaster Risk Reduction (DRR) unit of the Lebanese Red Cross functions along the lines of its theory of change whereby its main objective focuses on enhancing the resilience of communities to be better suited to respond to and recover from disasters. This objective is achieved through targeting four main groups/entities, namely vulnerable communities, ministries and governorates, institutions and municipalities, and other LRC Sectors to ensure complementarity and mainstream disaster risk management. The work of the DRR Unit is guided by the Community Based Disaster Risk Management (CBDRM) approach which focuses on strengthening the resilience of communities in Lebanon and to making them safer through building the capacities of the communities and respective structures to prepare for and respond to disasters and crises. This approach places community members at the heart of the interventions through participatory and inclusive programming during the assessment, design and implementation phases.

### 2.6.2. Main Activities Achieved

The main bulk of activities for 2021 were mostly based on COVID-19 interventions due to the nature and impact of the pandemic on communities residing in Lebanon, in addition to the regular DRR activities:

#### COVID-19 Response

##### Vaccine Awareness Videos

Two vaccination awareness videos were developed in 2021. The first [video](#) was an animation shedding light on vaccination related key messages, and the other [video](#) served as a systematic guide for the vaccination registration process in Lebanon. These videos have been shared on LRC's YouTube channel, as well as on social media with the municipalities and governorates to be disseminated to the public. This was done to ensure that community members have access to credible information and are therefore risk informed.

##### COVID-19 RCCE Relevance Study

A COVID-19 RCCE relevance study was conducted in Lebanon, and other countries commissioned by the IFRC. The study assessed the relevance and impact of COVID-19 RCCE interventions. Study participants reported that information received through the LRC was relevant, applicable and realistic, that it raised awareness among the community, and that it is being used by the community to either apply prevention measures, monitor their health and identify symptoms, share messages with others, or manage COVID-19 cases. Moreover, the results of the study guided LRC in designing COVID-19 vaccine RCCE interventions.

## Home Care and Oxygen Machine Distribution

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The rise in COVID-19 cases nationally overwhelmed the Lebanese healthcare system and staff. The Home Care project worked in order to deploy specialized doctors and nurses to assess patients at home and help differentiate between mild and severe cases. Medical assistance was provided for mild cases not requiring hospital admission with the aim of relieving the pressure on the overburdened healthcare system. Furthermore, the Home Care provided oxygen machines for COVID-19 patients in need after calling the non-emergency hotline “1760”, or when they fill Patient Registration for Oxygen Machine survey; noting that LRC had a capacity to provide more than 2,500 oxygen machines at a time.

## Vaccine Registration Support

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Despite the availability of COVID-19 vaccines, the rate of registration on the national platform and consequent vaccinations remained low during early 2021. The DRR Unit used four main modalities to support the vaccine registration, such as, door to door visits, Traditional Markets Registration and Vaccination, Ad-hoc Vaccination Registration, and providing support to local authorities and/or organizations on Vaccination.

## Support Provided to Ministries

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The DRR Unit supported multiple ministries in investigating positive COVID-19 and containing the spread of COVID-19.

- Coordination with the **Ministry of Interior and Municipalities (MOIM)** was utilized to design and execute the required interventions at numerous levels including Governorates, Unions of Municipalities and local authorities. The objective behind this collaboration was to enhance the capacities and sustainability of local authorities, support in the development of guidelines, response and action plans, as well as support in COVID-19 cases tracking and contact tracing.
- Support to the **Ministry of Public Health (MOPH)** was centered around assisting the MOPH in contact tracing, and follow-up on exposed individuals, as well as in call center operations for tracking and tracing of COVID-19 cases.
- Collaboration with the **Ministry of Education and Higher Education (MEHE)** was focused around activating and equipping the Grievance Redress Mechanism (GRM) Unit and operation room which is currently jointly staffed by DRR and MEHE Personnel. Moreover, the DRR Unit also distributed protective equipment and IEC material to all public schools and MEHE supported the development of the “back-to-school” approach and the audit survey for schools to assess the risk level of public schools. The DRR Unit also worked on the capacities of all health supervisors at public schools and providing COVID-19 awareness for all educational premises at the national level (Schools, TVET and universities).

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### DRR Response to the Akkar Fires

Following the massive fire that broke out in Akkar, necessary equipment was provided to four affected municipalities to ensure proper response and intervention and minimize damages and losses. In addition, several GIS tools were developed by the DRR team to ensure provision of complementary needs-based support through two surveys:

- 1- An NGO registration form for organizations willing to provide assistance based on their capacities
- 2- Survey for capturing the needs of municipalities in responding to fires, with the aim of visualizing the results along with the capacities and services to be provided by NGOs.

In addition, the GIS team of the DRR unit in collaboration with CNRS worked on developing a live forest fire forecast dashboard map for Lebanon in order to predict fires 3 days in advance, classified according to the risk level. The aim was to establish an early warning tool in Lebanon in order to mitigate and respond to the risk of fires.

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### Support provided to Beirut Forward Emergency Room (FER)

Following the Beirut Port Explosion, the DRR Unit provided the required technical support for the development of required processes and guidelines to ensure effective operations at Beirut FER. Support was provided in terms of establishing and updating digitalized systems for various purposes including needs assessment, registration of NGOs and responding entities at FER, in addition to dispatching, referral, reporting and complaint and feedback mechanisms. Moreover, the DRR Unit provided the necessary logistical material and equipment.

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### Development of a DRR KAP Survey

In order to assess the change incurred in communities a KAP survey was developed by the Unit with the objective of measuring the knowledge, attitude and practices of community members on DRR at baseline and end-line. Data collection using the KAP is done with community members and school personnel. The results of the KAP will serve as a baseline for one of the projects and the findings will be available and disseminated in early 2022.

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### School Rehabilitation and Equipment Provision

20 vulnerable schools were rehabilitated to ensure their safe re-opening following the Beirut Port Explosion. Rehabilitation services included windows/doors replacement, electricity renovation, infrastructural rehabilitation and equipment provided includes furniture, boards, computers, printers, etc. The rehabilitation was followed by an evaluation of the services provided was via phone surveys. The majority of respondents (school directors, architect consultants and students) expressed their satisfaction with the services provided and increased their sense of safety for the re-opening of schools.

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### Forecast-based Financing (FbF)

The German Red Cross and the RCRC Climate Centre have been providing technical support to National Societies, IFRC and PNSs to expand Forecast-based Financing (FbF) as part of disaster preparedness. The objective is to increasingly use accurate forecasts to take action before disasters occur, thereby reducing their impact on the vulnerable population. FbF has established mechanisms to automatically allocate funding for early action once forecasts indicate a high probability of an extreme weather event. Based on forecast information and risk analysis, FbF releases humanitarian funding for pre-agreed activities, or early actions, to be taken in the window of time between a forecast and a potential disaster.

The project started with extensive internal and external coordination meetings aiming to introduce the concept of Forecast-based Financing. DRR has met with different key focal points from GRC and relevant local authorities, such as the Disaster Risk Management Unit (DRMU) at the Prime Minister's Office/Grand Serail, and the National Council for Scientific Research (CNRS).

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### National Immunization Project

Due to the implementations of measures to reduce the spread of COVID-19 there was a significant decrease in routine immunization uptake, especially for newborns and infants. Therefore, a national immunization project towards the end of 2021 was initiated to support in providing disadvantaged mothers and children access to enhanced health and nutrition practices and increasing the utilization of the children's vaccination services in coordination with the MOPH and UNICEF. The DRR was involved in awareness raising and capacity building on maternal, newborn, child and adolescent health as well as supporting in the implementation of immunization activities.

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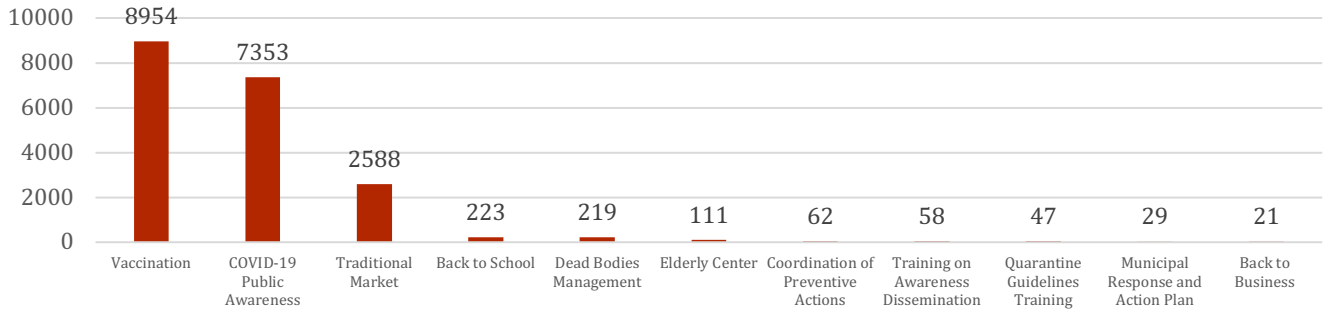
### eVCA Development

In 2021, the DRR Unit finalized the training package for the Enhanced Vulnerability and Capacity Assessment (eVCA). This assessment serves as a roadmap to community resilience with the objective of creating a snapshot of the community while assessing the hazards, vulnerability, capacity and exposure of the community to multiple hazards. This is done using a participatory process with community members, local authorities, and relevant stakeholders.

Three trainings were conducted for LRC volunteers and a training was conducted for the German Red Cross delegates to familiarize them with the process. The LRC's eVCA is now being considered for a training in coordination with the GRC and the IFRC for the MENA region. This training will be based on the methodologies used by LRC, and on the LRC's eVCA publication of the Enhanced Vulnerability and Capacity Assessment Facilitator Guide and Toolbox.

### 2.6.3. Activities and Targets Achieved

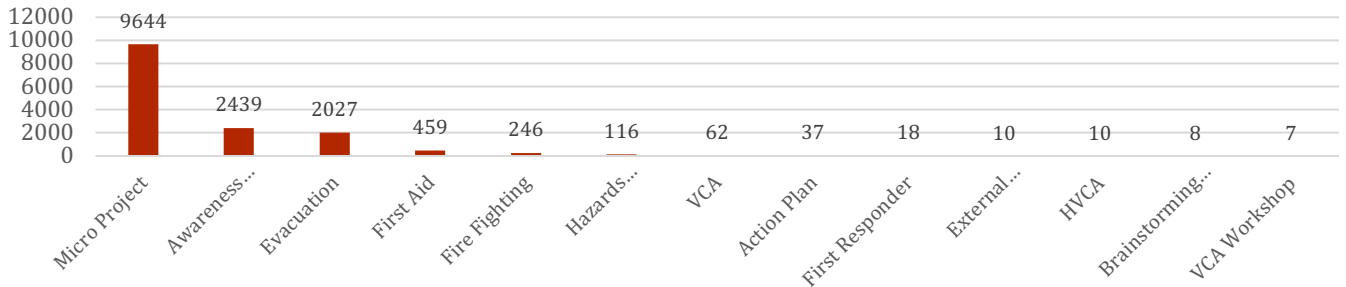
In 2021, through its services, the Disaster Risk Reduction Unit was able to reach **401,385** beneficiaries disaggregated as follows:



**Figure 52: Beneficiaries Reached by COVID-19 Activities**



**Figure 53: Beneficiaries Reached by Door-to-Door Activities**



**Figure 54: Beneficiaries Reached by Regular DRR Interventions**

## Trainings And Capacity Building

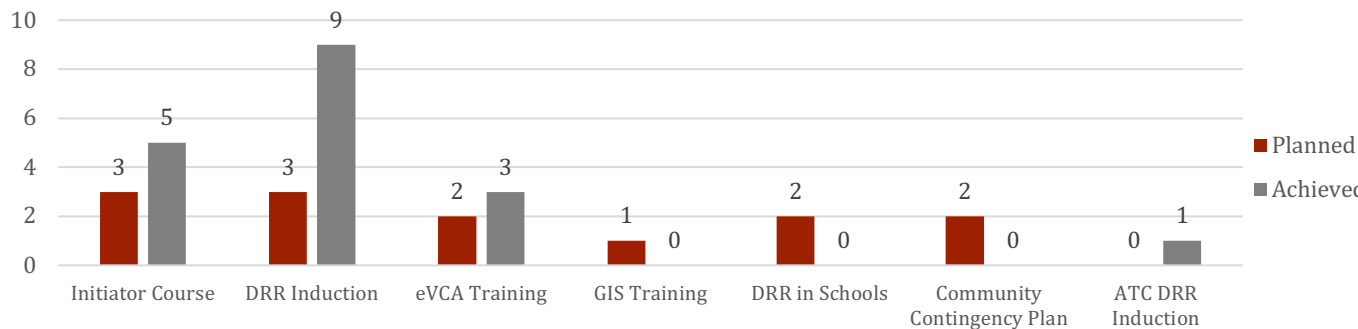


Figure 55: DRR Planned vs Achieved Courses per Project

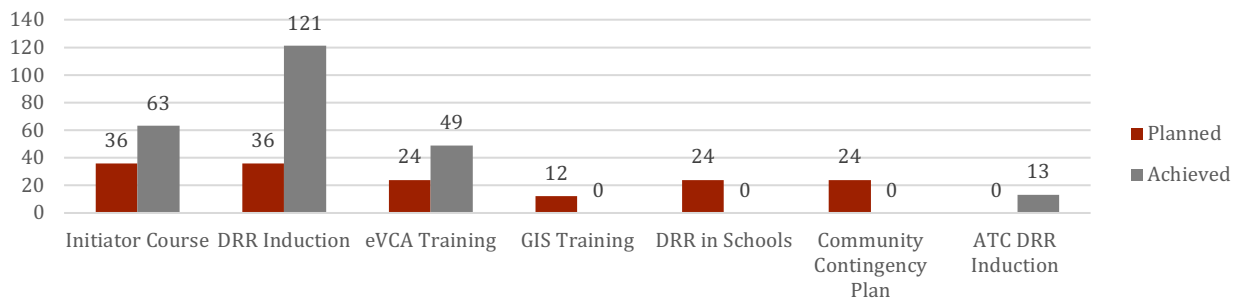


Figure 56: DRR Planned vs Achieved Number of Participants per Project

### 2.6.4. DRR Objectives for 2022

In 2022, the DRR Unit aims to:

1. Improve the ability of vulnerable groups and communities (pupils/children, ITS, PWDs, deprived urban areas, conflict zones, congested neighborhoods, communities) to cope with disasters and crises.
2. Increase the effectiveness in collective mobilization of available resources by local authorities and institutions to collaboratively engage in DRM (contingency planning, CBEWS, simulation exercises, mitigation, DRM laws) in coordination with community leaders and vulnerable groups.
3. Increase the capacities of governorates in conducting increased and more effective risk informed management and contingency planning.
4. Work in a complementary approach with LRC sectors and external to reduce community prioritized risks and vulnerabilities.

## 2.7. Faculty of Nursing

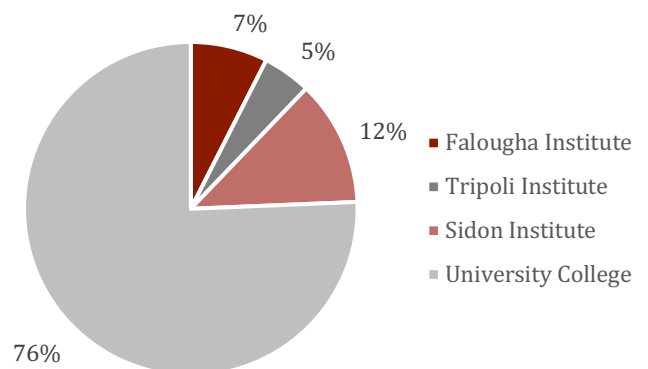
### 2.7.1. Faculty of Nursing Overview

The Faculty of Nursing through its mission, provides education for students while respecting their diversity and capabilities. It also maintains the highest scientific standards of excellence, integrity and professionalism in the field of nursing, and supporting scientific research.

### 2.7.2. Faculty of Nursing Main Activities Achieved in 2021

In 2021, the Faculty of Nursing was able to achieve the following:

- Reached a 100% success rate in postgraduate studies at the college for the Postgraduate Diploma.
- Reached a 100% success rate in both programs Bridging BS and TS-BS
- Maintained the level of success in the Colloquium exams, especially nowadays during the special circumstances that Lebanon faces (pass rate of 98%).
- Maintained the scientific level required and recognized by the hospitals that accept college nurses.
- Changed the advertisement for the faculty and developed the e-learning system.
- Developed an operational plan for the faculty to obtain the International Accreditation System
- Refined educational programs in nursing institutes and schools.
- Obtained male and female college graduates for several clinics affiliated with the Lebanese Red Cross.
- Concluded cooperation agreements with (UNICEF) and (USAID) regarding vocational training for nurses and educational grants.
- Secured human resources to assist in the COVID-19 vaccination center of the Lebanese Red Cross in the City Mall with the support of the nurses and current students of LRC's Faculty of Nursing.



**Figure 57: Percentage of Students Enrolled in the Faculty of Nursing for the Year 2021-2022**

### 2.7.3. Activities and Targets Achieved

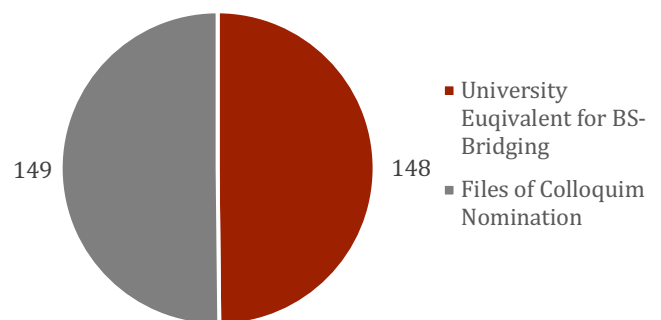
#### Objective (1)

To provide exceptional academic and practical programs in the college to ensure the highest level of graduation of nurses.

#### Activities

- Changed the method of holding entrance exams and modifying the criteria for selecting students. Students were accepted according to scientific and linguistic priorities by stimulating the foreign language to enter the college
- Subscribed to an electronic library (online EBSCO) and reviewing the programs and curricula in the college.
- Prepared students and qualifying them to take the 'Colloquium Exams', passing rate (98%)
- Enhanced the methods used in the college for students, professors and trainers through activating e-

learning and developing educational programs.



**Figure 58: Number of Students benefiting from BS Bridging and File Submission for Colloquium Nomination**

As for the exams, all students have to attend, based on a decision from the Ministry of Education and Higher Education. Moreover, enrollment expenses for the academic year 2021-2022 were determined based on a field benchmark study of some nursing colleges. These expenses were raised to ensure the continuity of the Faculty of Nursing, as well as to secure the minimum financial balance, noting that the wage allowance for contracted professors was raised in an attempt to preserve the educational level.

#### Objective (2)

Strengthen the quality and quantity of scientific programs and research to achieve the required level at the national level.

#### Activities

- Evaluated the academic programs in different college programs - Bachelor of Nursing Sciences - Diploma of Emergency and Ambulance Bridging (TS-BS) in coordination with members of the teaching staff and contract professors and between the Dean's assistants (academic and administrative) and program coordinators.
- Updated the administrative work in the college.

- Updated the fields of student research according to scientific requirements and developing a new structure for the scientific research system in cooperation with professors with scientific expertise in this field.
- Renewed contracts with hospitals, including practical work for students.

### Objective (3)

Strengthen and expand cooperation with all partners at the academic and administrative levels, and develop the college's institutional and strategic capacity with abroad.

#### Activities

- Educational programs in all specializations in the college were determined based on the most important standards and steps that must be followed in order to obtain the international accreditation certificate in the next stage.
- Constant communication and participation with international institutions and universities and the International Council of Nursing, to improve scientific and academic programs.
- Cooperation with the nursing institutes of the Lebanese Red Cross to implement the college's plan to spread and develop the nursing profession under the auspices of the Lebanese Red Cross Society, by communicating with the directors of institutes and schools.
- Conclusion of a partnership between the Lebanese Red Cross and Chemonics Company, which is entrusted with implementing USAID projects in Lebanon, in order to improve and rehabilitate schools and start a vocational training program for nurses.
- Cooperation with some of the Lebanese Red Cross media outlets and the setting of an operational plan with the Public Relations and Information Section. The advertisement for the College and Institutes of Nursing through Likwid (An advertising and social media agency) has been changed.
- Developing of a practical plan for obtaining the global accreditation system for the University.
- Developing the scientific library and the college's e-learning plan by subscribing to databases in order to obtain practical and operational information via Internet.
- The initiation of the educational grant project with UNDP, in addition to a scholarship for ten students in the college and eight students in Sidon School.

### Objective (4)

Develop the resources required to expand the college space and attract more students

#### Activities

A plan has been drawn up to add some spaces and places in the college, such as the cafeteria and additional halls, in line with the public health and safety standards adopted by the Lebanese Red Cross. A special budget has been set for this issue and postponed later due to economic and financial conditions.

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#### 2.7.4. Faculty of Nursing Objectives for 2022

In 2022, the Faculty of Nursing aims to achieve the following:

- Provide exceptional academic and practical programs in the college to ensure the highest level of graduation of nurses.
- Increase the quality and quantity of scientific programs and research to achieve the required level at the national level.
- Strengthen and expand cooperation with all partners at the academic and administrative levels, and developing the college's institutional and strategic capacity with abroad.
- Set the required resources to expand the space of the college and attract more students.

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#### 2.7.5. Medical Direction

The National Society's Medical Direction is concerned with following up on medical matters and supporting health projects according to the following:

- Monitoring the health conditions of the LRC's staff and volunteers, especially those infected with COVID-19 and those who came in contact with positive cases.
- Developing medical protocols approved by the National Society, following up on their implementation, and updating them periodically, especially concerning the preventive measures against COVID-19.
- Handling medical supervision and management of the medical and nursing human system for the following:
  - o The LRC's Vaccination Center in City Mall.
  - o The Child vaccination project was carried out by the Ministry of Public Health and UNICEF in cooperation with the LRC.
  - o The Home health care project for people infected with COVID-19.

The Home Health Care project revolved around:

- Handling medical supervision and following up on the doctors' work within the hotline 1760, to provide medical follow-up to COVID-19 patients.
- Providing medical supervision on the process of distributing oxygen machines to COVID-19 patients (medical approval on requests to obtain machines).
- Providing support and medical coverage, especially for the EMS's operating rooms.

Providing the COVID-19 Vaccination Center with nursing human resources, including nurses, both men and women, and its current students from the Faculty for Nursing Sciences of the Lebanese Red Cross.

## 2.8. Sectors' Internal Coordination Efforts

For the advancement of some of LRC's activities, internal coordination was initiated with some LRC entities as described below:

### EMS and the Logistics' Section

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The Logistics Section is supporting the EMS by moving and transporting EMS Vehicles from different locations to the EMS headquarters in Hazmieh, while also disposing around 40 EMS Vehicles for optimal use.

### EMS and the Faculty of Nursing

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The students of the University Diploma Program in Aid and Emergency accompanied Emergency Medical Technicians in their missions in various EMS stations. Sessions were provided to college students by the Training Section in the Emergency Medical Sector.

### BTS and DMS

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The DMS supported BTS in blood drives and in Centers in response to disasters, which resulted in a fast and effective response in supplying blood to hospitals.

### BTS and the Logistics' Section

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The Logistics Section supported in transportation and logistics revolving around BTS activities which resulted in improved BTS logistics, warehousing and stock inventory capacity.

### BTS and Youth

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80 volunteers from Beirut Governorate Centers, Tripoli, Jal El Dib, Antelias, LAU, AUST and AUB participated in answering phone calls and organizing data within the blood transfusion centers, to enhance the organization of the blood donor reception in BTS Centers management.

### DMS and DRR

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Under the Netherlands Red Cross project in schools, the DRR Unit, the RP and the DMS have jointly held meetings to discuss the approach to be adopted. DMS and DRR are coordinating and communicating together alongside the Response and Preparedness (RP) program who was responsible for drafting standard operating procedures (SOP) for coordination between LRC sectors and units. The coordination's benefit lies in consolidating efforts and exchanging experiences and connections in order to facilitate project implementation.

### DMS and MSS

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The DMS coordinated with the MSS to identify primary healthcare centers (PHC) for the implementation of the WASH in institutions project. The coordination was fruitful and resulted in the identification of PHCs. In Achrafieh, MSS coordinated with the DMS to use their local site.

### DMS and Youth

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The DMS is training the Youth Sector to act as a Surge capacity in times of crisis. This collaboration began with the provision of trainings on DM Induction. Through the efforts of 34 volunteers, the American University of Beirut Club distributed food rations to the most vulnerable families in the areas affected by the Beirut explosion and made contacts to gather information on families in need. Beirut Center and Clubs have continued to support the DMS since the explosion of the fourth of August until today at Mar Mikhael train station.

### DMS and the Logistics' Section

The Logistics' Section is supporting the DMS by receiving and storing items for the DMS in the warehouse and providing space for future storage needs.

### MSS and the Branch Development Program

Community Volunteer Management Unit, MMU social workers and PSS team participated in a full day workshop which included "Community Volunteer Recruitment" refresher session – conducted by the Branch Development – Volunteer Management unit, Refresher on PSS reporting tools, PSS activity targets, and discussions regarding MMU social workers' challenges and technical needs. This workshop raised the need for conducting a detailed "Community volunteers' management" training sessions that started in the fourth quarter of 2021. In addition, the need to assist MSS in developing all related guidelines and documents was highlighted.

### MSS and the Youth Sector

A collaboration took place with the Youth sector in Rachaya health center in order to support in the HC activities. In Jbeil, a collaboration with the Youth sector for Christmas events, and for awareness raising in schools. 645 Volunteers from the Beirut center and BAU club supported MSS in data entry in Ashrafieh Primary Health Care Center (PHC), in addition to that Beirut governorate participated in conducting a perception survey for the MSS services within three PHCs Ashrafieh, Msyatbeh and Tariq Jadideh. The Youth sector supported MSS in implementing a KAP surveys in order to measure the knowledge, attitude and practice of PHCs' beneficiaries 520 surveys in Zahle and Byblos. The Chouf and Falougha centers actively participated in evaluating the needs of beneficiaries in four different regions distributed in the area to better identify and provide effective assistance.

### MSS and DRR

In collaboration with the MoPH, UNICEF, the MSS sector and DRR Unit, launched a routine immunization campaign in two health centers (Jal el Dib and Jounieh) targeting children between 0 to 18 years old. Additionally, families residing in the eight priority areas (Beirut, Keserwane, Jbeil, Metn, Chouf, Baabda, Aley and Bsharre), were referred to the mobile medical units or dispensaries of the LRC for vaccination provision. The collaboration between MSS and DRR was successful and helped and guided dropped out children from refugees and host communities regarding routine immunizations.

### MSS and Logistics

The Logistics' Section is supporting the MSS in receiving and storing medicines and products for future use and distribution, while also providing support in the vaccination center.

## Youth and EMS

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Antelias, Jbeil and Furn El Chebbeck centers supported the emergency sector in Kfarshima warehouses to prepare protective equipment for paramedics against Corona virus.

## DRR and the Logistics' Section

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The Logistics' Section supported the DRR in leasing vehicles for specific projects and providing the unit with the requested PPEs.

## DRR and the Medical Direction

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Coordination with the LRC Medical Direction and UNICEF National Routine Immunization project The nurses were under the direction LRC medical team, which has been coordinating with the LRC DRR Unit to ensure the efficient implementation of the project, given the criticality of routine immunization. The LRC Medical Direction was also highly involved in the homecare project. The Medical Direction was leading on the coordination and supervision of the medical team of nurses and doctors from the medical and technical perspective. LRC's Medical Direction also led the revision of the COVID-19 key messages which was done to ensure that the messages being disseminated by the volunteers were in line with the medical guidance of the LRC.

## DRR and the Response Preparedness

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The DRR Unit and the RP program have coordinated on multiple projects. In the AFD project, the DRR and RP Units coordinated the training of community leaders on emergency response such as adapted First Arriving Team (FAT) and Bronze Commander trainings. Based on the contingency plans established with the communities, subsequent simulations will be organized with both units to ensure that the plan is efficient and relevant. In the forecast based financing, project, LRC preparedness is pivotal to ensure effective implementation. The DRR Unit and RP are working together to ensure the coordination between the different sectors are streamlined.

## DRR and EMS

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Under the ECHO project, the DRR team has been working closely with the EMS sector in the LRC to link the Community Emergency Response Teams (CERT) to the LRC emergency hotline. The CERT Teams are trained on the skills needed to be first responders within their communities. By linking the CERTs to the emergency operations room, the response time for missions would be enhanced in the targeted areas. Coordination has been with EMS.

## Faculty of Nursing and MSS

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The Faculty of Nursing cooperated with the MSS to secure training opportunities for nursing students in order to acquire information about medical services in the health care centers of the sector and to support these centers where needed.

## Faculty of Nursing and Public Relations and Communication Section

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Developed the faculty's media campaign and shifted the faculty's advertisement with the aim of attracting more students.

## 2.9. Sectors' Challenges, Risks and Mitigation Measures

Sector	Challenge	Consequence	Mitigation Measure
EMS	Economic Crisis	Decrease/Interruption of funding from MOPH  Increase in the prices of items and consumables	Keeping RCRC Movement Partners and other non-Movement Partners updated on the financial situation and shortages and soliciting support to compensate the shortage in funding.
BTS	Economic Crisis	Shortage in stock inventory of supplies that has its impact on the LRC BTS Response to blood requests for patients	Contingency Stocking for 3 – 6 months depending on the type of supplies
BTS	Healthcare Crisis	Increase of blood donations in BTS Centers	Recruitment of technologists to accommodate the need
MSS	Healthcare Crisis	Shortage in Medicine Supplies, MMUs and HCs could not meet the needs of beneficiaries	MSS with the support of Partner National Societies (PNSs) purchased some medication either locally or internationally
		Increase in service demand and number of beneficiaries	Set up the appointment system to control the number of beneficiaries at the health center. Require the need of community volunteers in MMUs.
	Health centers' local committees are not cooperative	Delay in the implementation of activities or corrective actions	<ul style="list-style-type: none"> <li>- Frequent meetings were held between the local committees and upper management at MSS</li> <li>- Modify some of the activities/ corrective actions</li> </ul>
	Power cuts	This affected the possibility of the MMUs to provide POCT It affected the cold chain for the vaccines stored in health centers	<ul style="list-style-type: none"> <li>- services were either ceased or postponed</li> <li>- In some locations, municipalities are trying to provide the MMUs/HCs with electricity during working hours</li> <li>- Solar panels will be put in place in some of the health centers</li> </ul>
Youth/DRR/DMS	COVID-19 Pandemic lockdown	Delay in the implementation of DMS WASH in schools' activities	DMS: WASH Activities could not be implemented via online modalities

Sector	Challenge	Consequence	Mitigation Measure
	and school closure	Delay in implementation of DRR and Youth Activities in businesses and schools	DRR and Youth: Undertake low-risk activities and utilize online modalities
EMS/MSS/DRR	Protests and Roadblocks	Staff and Volunteers were not able to reach the office or field locations	Liaising with stakeholders, negotiate access
DMS/DRR	Delays in Procurement	Inability to find/procurement items Delays in activity implementation	Rely on the use of local materials Follow-up and regular updates to stakeholders and suppliers with
MSS/EMS	Surge in COVID-19 Cases	Safety of the staff and beneficiaries visiting MSS facilities was affected.  Many staff members on the field and at HQ needed to quarantine multiple times  Healthcare system overwhelmed to accommodate the need	Modification of working modalities, increase in the implementation of protective measures, conducting awareness sessions related to COVID-19  Focus on prevention through setting response protocols, daily hygiene promotion and health education activities and daily monitoring and strong coordination mechanisms in place with Ministry of Health and other actors.  Resource reallocation and planning to meet needs
MSS/BTS	Human Resources	HR turnover of technologists leaving LRC BTS due to financial crisis especially technologists supported by MoPH with LBP salaries which resulted in an HR gap in centers  Delay in the recruitment of community volunteers in Zahle, Kob Elias and Achrafieh MSS Center which resulted in delays in implementation of	Submitted proposals for LRC BTS PNSs to have a financial support to change all LRC BTS Technologists from LBP salaries to fresh USD.  Training Social Workers  Modification and adjustment in plans of action

Sector	Challenge	Consequence	Mitigation Measure
		community volunteers' activities.  Delay in the recruitment of needed staff which delayed activity implementation	
DRR/DMS/MSS	Poor Weather Conditions	Inability to access field sites and centers	Planning of activities takes weather patterns in consideration to carry out implementation efficiently
BTS	Reduction in the number of voluntary non-remunerated blood donors and blood drives	Shortage in blood units collected	Activation of the call center and the donor management program
MSS	Power-cuts	Inability of MMUs to provide point of care testing Risk on the cold chain of vaccines stored in health centers	Installation of solar panels Services were either ceased or postponed Some Municipalities tried to provide MMUs and HCs with electricity during working hours
Youth	Lack of Funds	Difficulties in implementing the strategy	Develop proposals and seek funds
MSS	Health centers' local committees are not cooperative	Delay in the implementation of activities or corrective actions	Meetings with local committees and MSS Higher management Modify activities where needed
DMS	Delays in proposal process	Delay in project implementation starting dates as per POAs	Close coordination with internal stakeholders and PNS
LRC	Risk of Armed Conflict or Ware	Safety of staff and volunteers. Need for LRC Response	LRC already has contingency plans in place for war scenarios and has significant experience in dealing with these scenarios as witnessed in previous years. LRC to keep permanent liaison with all stakeholder and negotiate access

**Table 1: Sectors' Challenges, Risks and Mitigation Measures**

## 3. Programs and Projects

### 3.1. Branch Development Program

#### 3.1.1. BD Overview

The Branch development program's aims to build the capacities of LRC's branches to play a more effective role and, by that, serve better the most vulnerable by building the organizational capacity of the branches through the following:

- Supporting the branches in setting a plan of action based on objectives identified and specified during the Branch Organizational self-Capacity assessment and the assessment of the operational centers.
- Providing training needed such as budget, meeting organization etc.
- Highlighting and reminding the branches of the importance of LRC services that should be provided based on the needs and demands of the local community.
- Providing the technical support needed along with the training and financial resources to conduct a local community needs assessment.
- Providing the branches with the tools, resources and needed training to recruit individual donors
- Building on the branches' capacities in understanding how to motivate volunteers and retain the volunteers.

#### 3.1.2. BD Main Activities Achieved in 2021

In 2021, the BD program has successfully completed the following:

1. Scaled up Local Community Assessments (LCA) to the district level and very successfully tested in Bcharreh, Zahrani and Bauchrieh districts.
2. Piloted the first phase for the human resources in the branches with five branches.
3. Applied the full Branch Development process in Byblos branch successfully as per standards and as reported by participants.

### 3.1.3. Activities and Targets Achieved

A total of 296 participants have been participated in BD related workshops and trainings needed to achieve the main objectives of the program disaggregated as follows:

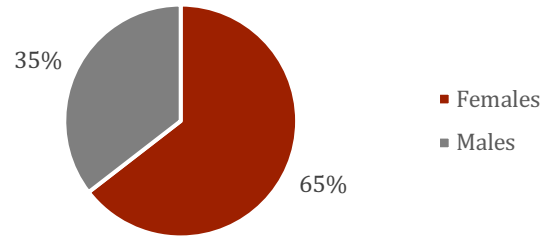
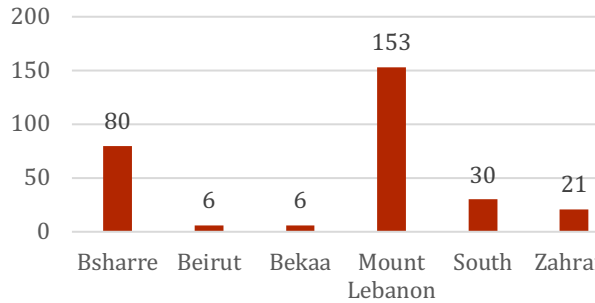


Figure 59: Number of Participants per Area

Figure 60: Sex Disaggregation of Participants

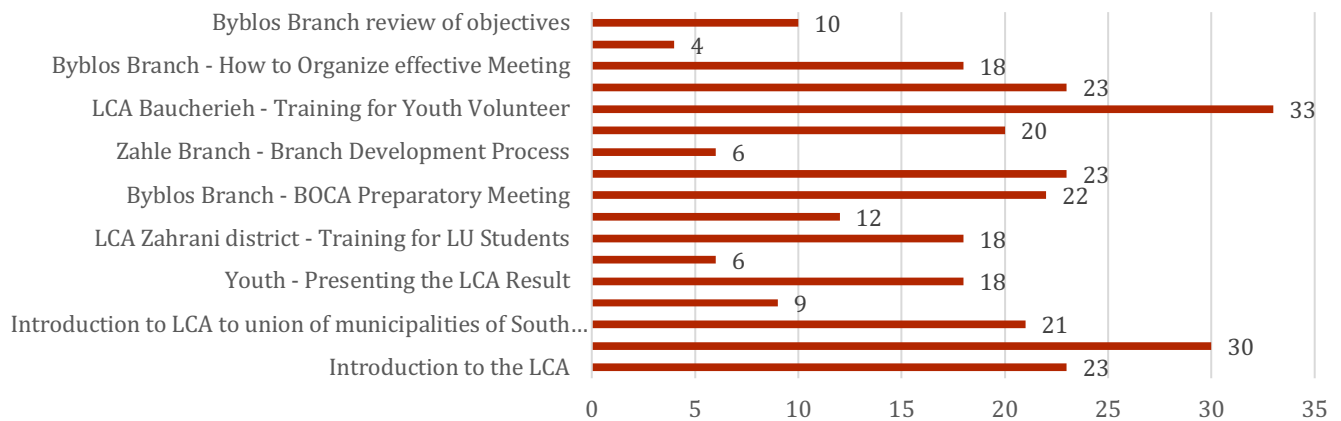


Figure 61: Number of Participants per Trainings and Workshops Conducted

### 3.1.4. BD Objectives for 2022

In 2022, the BD aims to complete the following:

1. Complete two ongoing LCAs and doing at least two new ones.
2. Finalize the Branch development process with the Byblos branch, and initiate the process with at least two other branches.
3. Assist the branches that have already done the Branch Development process with their requests and capacity building needs
4. Complete the consultancy for human resources in the branches and build on the results
5. Ensure that at least 8 branches achieve financial results through digital fundraising by translating the coordination into tangible results, and building on these results to encourage other branches to coordinate better.
6. Assist the branches in the primary healthcare center (PHC) scale up by assisting the branches in integrating the selected PHCs into the national program, and ensuring that local resources are mobilized to achieve better access to primary healthcare locally.

## 3.2. Psycho-Social Support Program

### 3.2.1. PSS Overview

The Psychosocial Support (PSS) & Protection, Gender, and Inclusion (PGI) program is a cross cutting Program for all LRC sectors, sections and Programs. The program aims to integrate PSS and PGI as an integral part of the LRC culture, among staff, volunteers and targeted communities by incorporating PSS and PGI in all LRC tools, activities and services to affected populations, in order to have inclusive and Gender-sensitive programs. The program aims to meet its main objective by:

- Ensuring that LRC staff and volunteers are knowledgeable and are able to implement quality PS and PGI interventions,
- Guaranteeing that LRC has systems and tools to address wellbeing, Protection, Gender & Inclusion concerns of staff, volunteers and targeted communities in a timely and participatory manner, and
- Empowering targeted communities with knowledge and skills that promote their psychosocial wellbeing and their rights for protection, gender equality and inclusion.

### 3.2.2. PSS Main Activities Achieved in 2021

In 2021, the PSS&PGI Program achieved the following across the different LRC sectors, and sections:

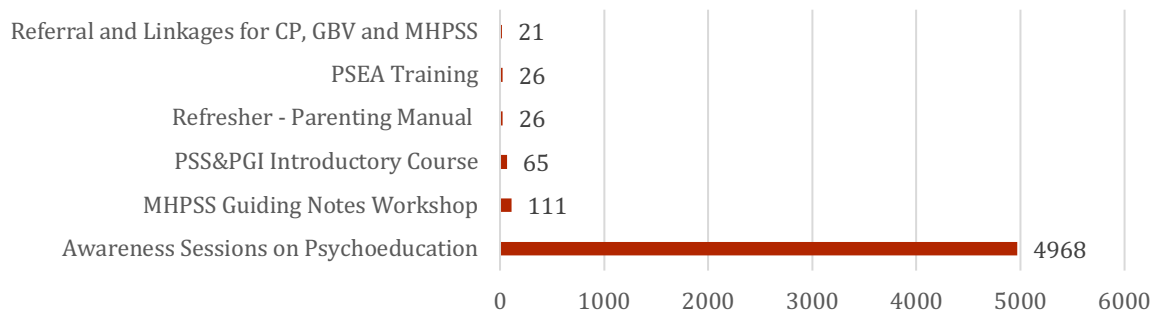
- Scaling up of the program through the recruitment of two new PSS officers in the DRR Unit and the Youth sector, in alignment with the programs to integrate in the and to widen our scope of work.
- Training staff in the the Physical Rehabilitation Program in Aley on PFA, PSS and PGI with the aim of setting the ground for the new MHPSS manual by ICRC.
- Finalizing and Digitizing the Psychological First Aid (PFA) training and disseminating to all LRC staff and volunteers and was added to the onboarding HR trainings.
- Conducting a training on leadership in Mental Health in Egypt to the Red Crescent Societies of Libya, Egypt, Iraq and Jordan, by the LRC PSS&PGI manager and facilitated as well with the Danish Red Cross and the IFRC regional MHPSS Officer.
- Deploying the LRC PSS&PGI manager with the IFRC as an MHPSS coordinator for the Haiti response to the earthquake that occurred for 3 months, whereas this deployment brought an international dimension to the work in the local context.
- Coordinating with the HR Section during the outbreak of the COVID-19 pandemic, the PSS team, to conduct PSS calls to LRC staff that were in quarantine or tested positive for COVID-19 virus. The calls aimed at following up on the staff's situations and linking them to certain hotlines if needed.
- Distributing 2,160 PSS kits for children during the first two quarters of 2021, complementary to DM WASH services and aimed at alleviating stress and distress levels among children during the pandemic, the economic crisis and school closures.
- Developing different tools that can be used across all LRC sectors to guide LRC staff and volunteers in implementing various activities with the aim of mainstreaming PSS and PGI,

such as Open Day SOP, MHPSS Guiding Notes, Location Safety Checklist and Child Friendly Space Ground Rules.

- Developing a Linkage and Referral Mechanism that can be utilized across all sectors as well as a national service mapping list that will assist all staff and volunteers in linking people to available and accessible services, regarding MHPSS, CP, and SGBV cases. The mechanism was shared with higher management for finalization.
- Developing a manual on “Health and Wellbeing” under the NOVO project which aims at raising awareness about the mental and physical health of youth participants, with a specific focus on non-communicable diseases.
- Mainstreaming PSS&PGI across tools utilized by operational teams within the DRR in the eVCA Manual, eVCA toolbox and school evacuation evaluation checklist. Moreover, two pamphlets and one safety instructions poster were also mainstreamed under the UNICEF Vaccination campaign. Mainstreaming was also completed in the DMS within 3 assessments developed under the WASH and ECOSEC programs: Lebanese vulnerability census training, Multisector Needs Assessment, Menstrual Hygiene Management gender analysis.

### 3.2.3. Activities and Targets Achieved

**In terms of capacity building**, various trainings were conducted during the year 2021 across the different LRC sectors and sections. These trainings include:



**Figure 62: Trainings Conducted to LRC Staff and Volunteers**

Additionally, the PSS Core Team organized two capacity building sessions for Sesobel (External Organization) in Jezzine were delivered online aimed at guiding parents on how to support their children who have disabilities. The PSS Core team also attended external trainings on the “Essential Service Package for GBV survivors” with Aaad organization and on “LGBTQI+ Community Rights” with Helem Organization on the incorporation of this lens to promote diversity and inclusion within communities.

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#### 3.2.4. PSS Objectives for 2022

In 2022, the PSS&PGI Program aims to:

1. Develop new tools and SOPs to better mainstream PSS and PGI in all LRC sector and section activities and to ensure a better quality within the organization and that the infrastructure is well developed.
2. Work on having a culture of protection among LRC staff
3. Enhance the readiness of LRC in times of emergencies when it comes to the MHPSS response.
4. Mainstream PSS and PGI in existing LRC tools across sectors and follow up on newly developed assessments by the sectors
5. Proceed with the capacity building of LRC staff and volunteers on PFA, PSS and PGI, in addition to different PSS and PGI related topics such as GBV and referrals
6. Begin with the research alongside AUB and London School of Health regarding PSS Support Groups and Non-communicable Diseases.
7. Conduct a revision of the PSS and PGI program at LRC with an external consultant to assess the program and where we stand.
8. Seek long-term funding opportunities for the program

### 3.3. Restoring Family Links and Migration Program

#### 3.3.1. RFL and Migration Overview

The RFL and migration program aims to support families separated by natural and man-made disasters and/or migration by re-establishing and/or maintaining family contact according to LRC criteria with the support of ICRC through the following strategic objectives:

- **SO1:** Strengthening the capacity of LRC on RFL through the provision of training and services at national level with help and coordination with ICRC to provide technical support.
- **SO2:** Providing appropriate means to re-establish family contact with persons separated from their families, reunited and maintained family contact through the national and international Family Links network with most effective methods.
- **SO3:** Promoting and Communicating about RFL to beneficiaries, authorities, general public, media and other stakeholders are acquainted with RFL services available has through meetings, workshops, leaflets, social media...
- **SO4:** Providing RFL to migrants by increasing LRC's capacity to provide RFL services to migrants
- **SO5:** Implementing RFL Global Strategy 2020-2025 and RFL code of conduct on data protection through LRC's participation in the Implementation Group, Application Group and Leadership platform.

#### 3.3.2. RFL and Migration Main Activities Achieved in 2021

In 2021, the RFL and Migration program was able to achieve the following

- Integrated RFL and Migration as a part of LRC 2022 – 2024 strategy.
- Participated in the Implementation group, Application Group, Leadership platform and Working group on Data Protection and in the regional implementation team
- Mainstreamed migration with LRC's Operational Sectors
- Incorporated RFL into the DMS
- Supported the EMS with the management of dead bodies

#### 3.3.3. Activities and Targets Achieved

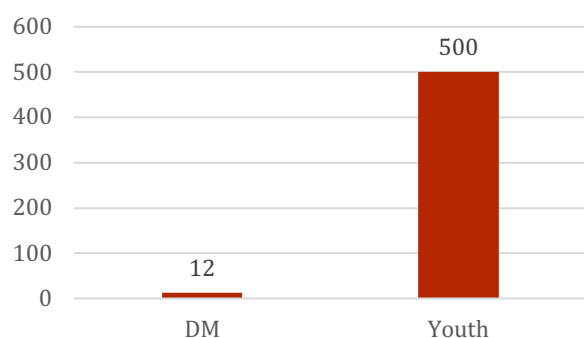


Figure 63: Basic Trainings provided on RFL

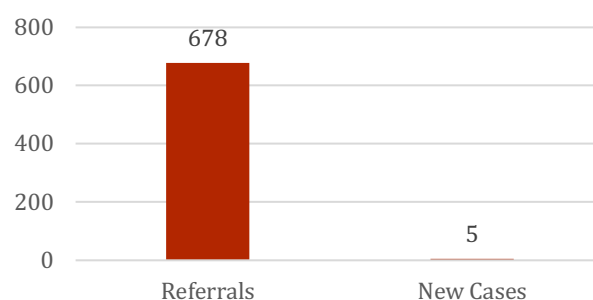


Figure 64: RFL Cases and Referrals

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#### 3.3.4. RFL and Migration Objectives for 2022

In 2022, the Migration and RFL Program aims to achieve the following objectives:

1. Separate RFL and Migration into two separate components
2. Integrate RFL into the DMS with a Program manager
3. Integrate Dead Body Management into EMS with a Program manager
4. Incorporate Migration and Displacement into LRC

### 3.4. Response Preparedness Program

#### 3.4.1. RP Overview

The aim of the RP program is to enhance the capacity of the LRC to respond rapidly and effectively to rapid-onset crisis and disasters through the improvement of the LRC crisis response plan, the development of specific response procedures and contingency plans, training of volunteers and staff at all levels, the systematic implementation of after-action reviews and the organization of relevant simulations. Additionally, one of the objectives of the RP program is to better prepare communities to respond to crisis and disasters by training community leaders on decision making processes and contingency planning, and simulate on disaster risk management, along with the facilitation of after-action reviews, after the incident’s occurrence.

#### 3.4.2. RP Main Activities Achieved in 2021

The pandemic slowed the pace of the training sessions, delayed a lot of courses and restricted the number of attendees. In order to accommodate the challenge at hand, in the courses were rescheduled to account for the delays and achieve our targets. Moreover, the DM strategy revision caused a delay with the implementation of activities with DM throughout 2021. In 2021, 650 EMS rescuers were trained as “First Arriving Teams” to the site of a major incident. In addition, 193 EMS rescuers were trained on Bronze command level (Operational command) throughout multiple districts. The courses allowed participants to assume the position of the EMS bronze commander and the 4 bronze function leaders during a static short-term incident. The 7 EMS Bronze training courses were followed by 7 simulations where 189 rescuers applied the role of EMS bronze commanders during a static short-term incident. Finally, 2 EMS Silver training courses allowed 37 participants to train on Silver tactical level of command.

#### 3.4.3. Activities and Targets Achieved

A total of 1,048 individuals were trained over the course of 2021 disaggregated as follows:

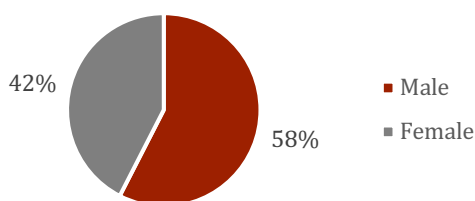


Figure 65: Sex Disaggregation of Individuals Trained

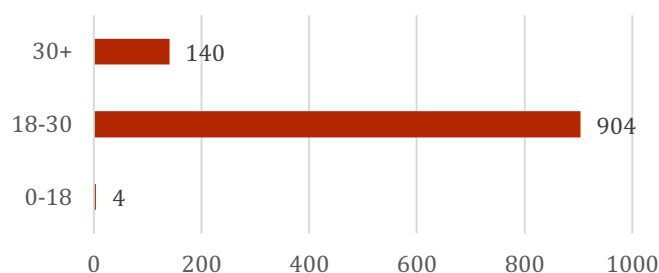


Figure 66: Age Disaggregation of Individuals Trained

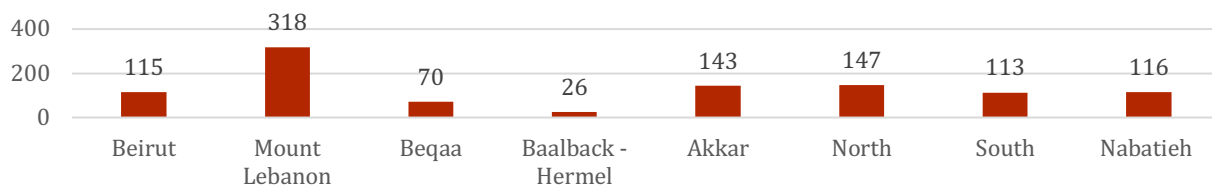


Figure 67: Number of Individuals Trained per Area

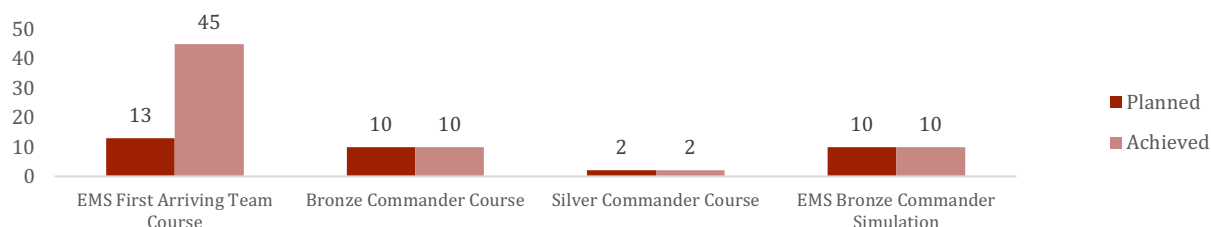


Figure 68: Planned vs Achieved Courses Per Project

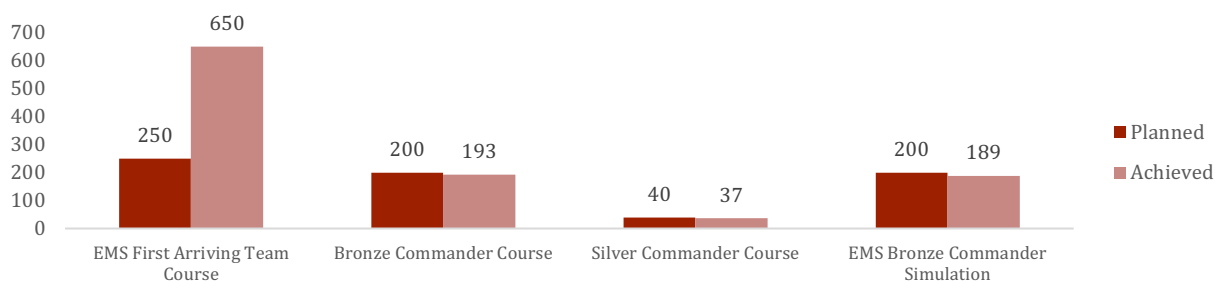


Figure 69: Planned vs Achieved Number of Participants per Projects

### 3.4.4. RP Objectives for 2022

In 2022, the RP Program aims to:

#### 1. Disseminate Training Courses and Simulations:

- First-Arriving Teams: 20 courses, estimated 200 participants.
- Bronze Commander Courses: 6 courses, estimated 120 participants.
- Bronze Commander Simulations: 6 courses, estimated 120 participants.
- Silver Commander Course: 1 course, estimated 20 participants.
- MCI ATC Course: 1 course, estimated 15 participants.

#### 2. Develop Plans and SOPs development:

- Working with DM – WASH and DRR on establishing cooperation and referral SOPs
- Working on updating DM contingency and response plans as per the new strategy
- Working with Finance, Logistics, and Procurement on fast track procedures

## 3.5. Volunteer Management Project

### 3.5.1. VM Project Overview

The Volunteer Management program focuses on improving the recruitment and retention of LRC volunteers, on which LRC heavily relies to deliver its vital services. Through the efforts of this program, LRC has already witnessed improvements in collaboration between the different centers and sectors of the LRC, communication with prospective and active volunteers, and awareness on how to improve motivation in the centers. The work done so far in this program has established enough awareness and acceptance, allowing us to study from this point on the reasons why volunteers are joining, staying with, and leaving the LRC, and therefore will help in improving retention and turnover rates in the long term.

### 3.5.2. VM Project Main Activities Achieved in 2021

#### Volunteer Exit Process

As part of the understanding of volunteer retention and motivation, and based the positive feedback that received from EMS management on related to the results of 25 EMS exit interviews conducted during 2020, the program was able to complete 31 new Exit Interview with EMS volunteers from 9 EMS stations during the reporting period. In addition to that, after launching the exit interview process with Youth centers with 31 exit interviews, the rest of the Youth volunteers were reached using an online survey to complete their exit interviews, the program was able to collect additional responses reaching a total of 63 exit interviews from Youth Sector.

#### Volunteer Retention Research

After coordinating with the Swiss Red Cross to pilot the MOTI Survey with 5 EMS Stations, two workshops were conducted during December 2021 for the Leadership of the selected EMS stations. During the workshops, the stations' leadership were introduced to the Survey and the Self Determination Theory to analyze their results and understand the motivation profile for their volunteers. The five participating stations have starting setting up their teams and launching the survey. After receiving responses, leadership of the stations will be able to analyze the results and accordingly prepare an action plan to improve motivation of their respective volunteers.

#### Salesforce CRM

One of the challenges LRC has with its volunteers is the lack of a consolidated database showing how many volunteers it has, where, and other volunteering data. LRC signed a contract with Changi, a Salesforce implementation partner, to develop and implement Salesforce CRM. An initial kick-off for the project began in the fourth quarter of 2021, along with initial in-depth discussions on the needs.

## Local Volunteer Managers (LVM)

During the fourth quarter of 2021, the Volunteer Management team has organized 1 Volunteer Management Course during November, for 20 Volunteers from 18 different EMS, Youth, and DM Centers. Following the completion of this course, the program was able to reach 100% active LVMs in all stations, up from 82% at the beginning of the year after the challenges faced in 2020 crises and restrictions on trainings. The program was also able to refer 24 registrants who reach out online via LRC's website, to the activity that they are interested in the most and provided answers to their questions.

## Capacity building

Following the refresher session that was provided for Social Workers in the MMUs in June 2021 related to the recruitment of Community Volunteers, two workshops were conducted for the 30 social workers and program coordinators in the MSS, to equip the new social workers with the needed tools and enhance the capacities of the other social workers in recruiting Community Volunteers to support them during their awareness activities in the communities. Based on the output of this workshop and the needs expressed by the social workers, further trainings have been scheduled for 2022 to tackle the areas that they need support with. A snapshot of the participants' feedback is below

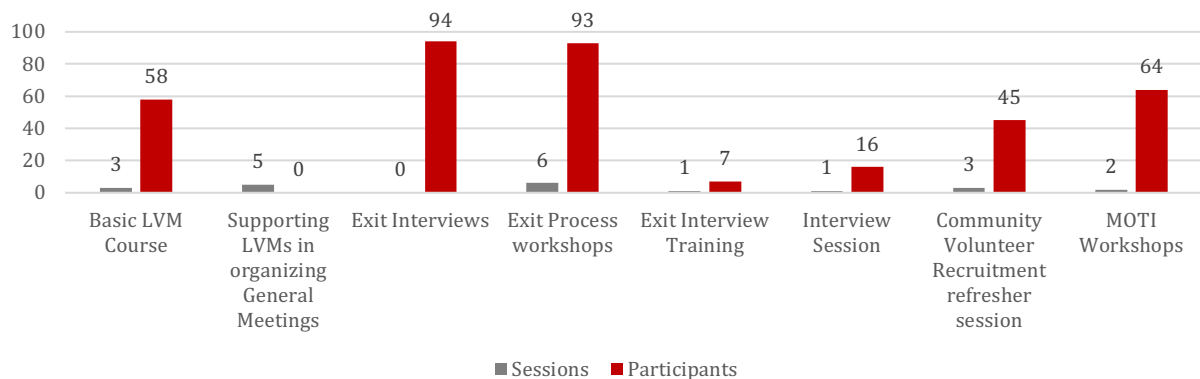


Figure 70: Number of Sessions and Participants for the Volunteer Management Program

### 3.5.3. VM Project Objectives for 2022

In 2022, the Volunteer Management Program aims to:

1. Improve the retention of LRC volunteers through understanding their motivations and drop out reasons
2. Adapt the recruitment process to better fit the COVID-19 crisis

### 3.6. Self-Care and Peer Support Project

#### 3.6.1. Self-Care and Peer Support Overview

The Self-Care and Peer Support program aims to support LRC volunteers in adopting healthy behaviors by promoting mental health to support them in self-care, managing their emotions as a result of the stressful and challenging encounters they may have as part of their volunteering experience.

#### 3.6.2. Main Activities Achieved in 2021

##### Self-Care And Peer Support Project In EMS

The main focus in EMS was to restart the recruitment of a new cohort of Designated Peer Supporters (DPS). These trainings require to be carried out face to face and were the first peer support sessions to be provided since mid-2020. These trainings are 7 hours long, where participants learn about and apply the 7 steps protocol that they can use to provide support to their peers. The steps are also put in practice in 4 most common scenarios that they might encounter in their volunteering duties. Eventually, these sessions will be attended by EMS, Youth and DM volunteers together. Mixing the volunteers from the 3 sectors can be helpful and useful in many aspects and yield a more enriching experience.

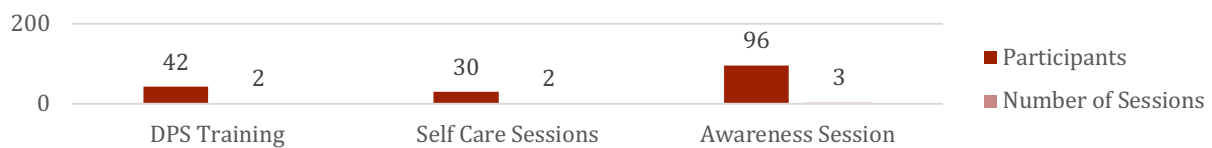


Figure 71: Number of Self Care and Peer Support Activities for EMS in 2021

##### Self-Care and Peer Support Project in Youth

Remote group support sessions were planned and implemented by therapists from the network for the sector. The basic self-care session was also piloted in the Youth sector and was adjusted based on feedback in comparison to the sessions provided to the EMS, related to the training techniques used in the session, in addition to a change in focus related to the volunteering path to follow the levels of the path that apply in the Youth sector.



Figure 72 Number of Self Care and Peer Support Activities for Youth in 2021

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### Self-Care and Peer Support Project in DM

The basic self-care session was piloted in DM in a session with 12 DM participants. Therefore, just like in Youth, the plan for 2022 would be to pilot more sessions and get the training material finalized and rolled out by self-care trainers.

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### Hotline And Referrals

Volunteers call to address personal challenges and individual struggles while other calls are more related to challenges triggered by or related to organizational processes and structures. The collection and analysis of this data, as well as the recommendations that the therapists provide, constitute an important source of information that will impact the plan for 2022. This data is collected through the input of the therapist handling the calls while maintaining complete confidentiality. It is important to mention that the data collected from the hotline, and the types of calls that are received, constitute an important input to better understand the needs of the volunteers and to better design and adapt the program.

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### Animated Videos

It has become apparent that volunteers who have attended self-care or peer support trainings sometimes need a refresher on the key messages in their daily lives. Therefore, the program developed some communication material for internal use in the form of short animated videos that can be circulated within the LRC stations and that volunteers can refer to as needed and to nurture a culture where topics related to self-care, mental health and seeking support are addressed more openly. The first two videos developed were about promoting mental health, and support for staff and volunteers.

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### Human Resources - Recruitment Of A New Technical Advisor

For better onboarding of the new selected technical advisor, 8 handover meetings (about 30 hours), between the previous and the new technical advisors have been completed. In some of the meetings, therapists with LRC experience were involved to also share their experience. The new technical advisor is now aware of the whole program and the LRC context, and has started to actively engage with and contribute to the program. The technical advisor observed two self-care sessions provided to EMS, and provided the 2 peer support sessions. She also planned and implemented the first selection weekend.

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#### 3.6.3. Selfcare and Peer Support Objectives for 2022

For 2022, the program plan to re-incorporate normal activities, but also add some new tools and initiatives to better promote mental health and normalize the discussions around it by through the following:

1. Increase the team of the trainers who are able to implement the training and awareness sessions, and build their capacities to be able to do so.

2. Improve the communication with the higher and middle management in the sectors through regular update emails and or workshops on quarterly basis
3. Improve the communication with the volunteers: find a platform or mechanism to use to be able to share with them knowledge, videos, learning material, and invite them to webinars
4. Provide optional and additional remote trainings, webinars, e-course, and support sessions on regular basis.

### 3.7. Vaccination Project – Mega Center City Mall

#### 3.7.1. Vaccination Center Overview

As part of the efforts to respond to the COVID-19 pandemic while putting an end to its active phase and its devastating consequences, the Lebanese health authorities requested the support of the LRC to establish and operate one of the 5 major vaccination centers in Lebanon. LRC established a major vaccination center in City Mall serving the entire Mount Lebanon and Beirut areas, in addition to welcoming people wishing to get vaccinated from across all Lebanon.

#### 3.7.2. Main Activities Achieved

The center started operating on the 9<sup>th</sup> of June, 2021 and has been running daily since then, gradually increasing its capacities and reaching a total of 136,874 persons vaccinated by end of December 2021. The center’s delivery capacity is around 2,000 doses per day; the highest was 2,566.

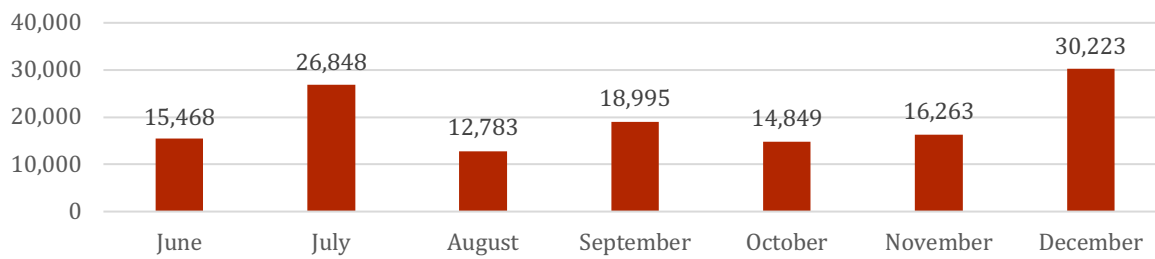


Figure 73: Number of People Vaccinated at the LRC Vaccination Center Between June and December 2021

During the months of November and December, the team at the vaccination center initiated the “post-vaccination” survey through which data related to the beneficiaries’ sex, age and satisfaction with the service and overall experience can be collected. 893 surveys were filled, when asked about the quality of service at the reception, waiting period at the registration station, quality at the registration station and quality of service at the vaccination station an average of 98% of the participants strongly agreed that the service is of high quality. Around 50% of the respondents chose the LRC Vaccination center to be vaccinated due to their trust in this NS, and the rest had chosen it due to the center’s location, quality of service, availability of walk-in, and other reasons.

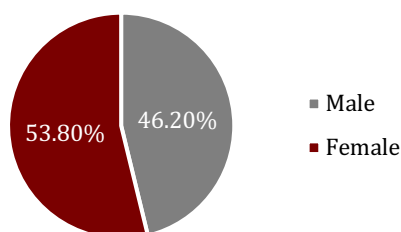


Figure 74: Percentage of Respondents for the Post-Vaccination Survey Disaggregated by Sex

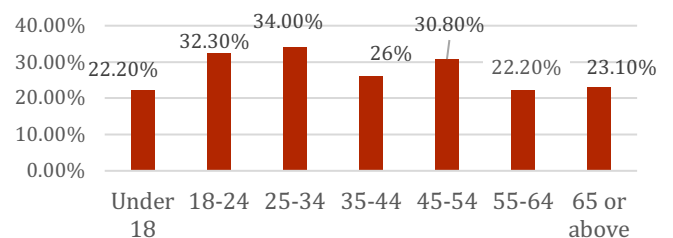
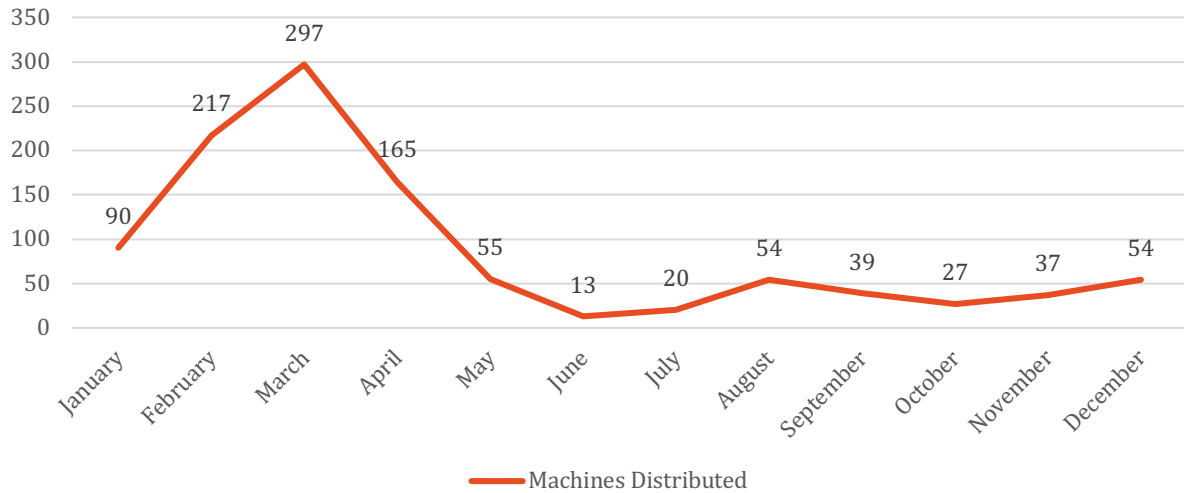


Figure 75: Percentage of Respondents for the Post-Vaccination Survey Disaggregated by Age

### 3.8. Oxygen Distribution

With the drastic increase of COVID-19 cases in Lebanon, especially after Beirut blast and holidays, given the dire situation of hospitals in terms of places to admit cases, LRC has launched on the 19th of January 2021 an initiative to provide oxygen machines to COVID-19 patients following a clear process with the National Society's Medical Direction in order to reduce the load on the Hospitals and treat patients at home.



**Figure 76: Number of Oxygen Distribution Beneficiaries per Month**

### 3.9. Program's Internal Coordination Efforts

#### Branch Development Program

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##### **BD and Youth, EMS and DMS:**

The Local Community Needs Assessments are usually completed through the efforts of the Youth, EMS, and DM volunteers trained by the BD researcher to conduct the household surveys.

##### **BD and the Fundraising Section:**

Digital fundraising: Branches are trained on how to recruit individual donors by the fundraising team

##### **BD and HR:**

BD is currently cooperating with HR section to collect data for all employees operating at the branch level

##### **BD and DRR, MSS and DMS:**

Before starting any local community needs assessment, different sectors are informed of the area to ensure that no other section collects information simultaneously to avoid duplication of efforts and assessment fatigue within the local community. The results are shared with all different sectors at the end of the LCA to inform them of the outcome and check for interest in a joint project to respond to the needs.

#### Psycho-Social Support Program

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##### **PSS and DRR, Youth:**

Coordination was done with the relevant sectors as a result of the introduction of the PSS program through the newly recruited officers.

#### Response Preparedness Program

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##### **RP and DRR, DMS and EMS:**

The RP program is working hand in hand with the DRR unit in regards to community contingency plans, and will have a lot of interaction with the DM sector and the support sections during 2022. Yet, the main coordination was with the EMS sector that benefited from the activities.

### 3.10. Programs' Challenges, Risks and Mitigation Measures

<b>Program</b>	<b>Challenge</b>	<b>Consequence</b>	<b>Mitigation Measure</b>
PSS	Human Resources	The PSS Core team was not fully recruited which resulted in a high workload	Recruitment of two new PSS Officers in the DRR Unit and Youth Sector
PSS/BD	COVID-19 Pandemic	PSS: Delays in implementation  DB: Fear of contamination amongst volunteers while conducting household Surveys	Implementing activities remotely when possible, complying with precautionary measures against COVID-19 and provision of PPE
RP	Target and Budget Planning	Multiple activities were budgeted on the RP II project rather than the AFD project due to the RP II project closure. These activities allowed the RP team to achieve the target number of participants; however, the budget for the activities was allocated on the RP II project rather than the AFD project. This led to achieving the same number of activities and reaching the planned beneficiaries, and over achieving in many places, and resulted in underspending the budget allocated under the AFD Project	The 2021 underspending will be revisited in the 2 coming years by budget revision to compensate the spending gap.

**Table 2: Programs' Challenges, Risks and Mitigation Measures**

## 4. Sections and Units

### 4.1. Volunteers' Section

#### 4.1.1. Volunteers' Section Overview

The Volunteers' Section provides its voluntary services at various levels, either internally in terms of dealing with sectors and branches or in terms of volunteer seekers (internally and externally) by playing the role of mediator to follow up on volunteering or training based on the required standards, especially when it comes to training courses that target Lebanese universities or foreign universities. The courses include commitment, guidance and standardization in terms of the approved scientific method or in terms of the mechanism used (academic and health), bearing in mind that the main role of the LRC is based on the principle of volunteering.

#### 4.1.2. Volunteers' Section Main Activities Achieved in 2021

In 2021, the Volunteers' Section was able to achieve the following:

- Completed 90% of the submitted and approved 2021 work plan.
- Delivered 7000 cards on time with all the required updates and audits.
- Developed a program with the Information and Communications Technology Section for card issuance.

As for volunteering or following-up training by Lebanese or foreign universities, the section dealt with the issue with caution, taking into account the epidemiological situation in terms of receiving requests for trainees, especially from universities outside Lebanon, without ending permanently receiving applications and following up on training (in attendance and electronically) in various operational sectors. Especially the youth sector and the Disaster Management Sectors.

#### 4.1.3. Volunteers' Section Objectives for 2022

In 2022, the Volunteers' Section aims to achieve the following:

- Receive volunteering or training requests more than the previous year (while maintaining prevention).
- Communicate in regards to workshops and conferences (internally and externally) to be held in person, especially during the decline in the number of the pandemic locally and globally.
- Archive: This topic was a priority and still is. The reason for the delay was the pandemic, and the Secretary-General is still waiting for the appropriate time and place to launch the topic, knowing that the archive exists and is classified according to importance and source.
- Complete the unified program of cards in coordination with the ICT Section.

## 4.2. Finance Section

### 4.2.1. Finance Overview

The LRC finance team aims to increase LRC's financial capacity to support the well-functioning of the national society in day-to-day operations and in crisis. In the current climate of distress and instability in Lebanon, LRC was able to expand the scope of its efforts and to upscale them in order to be able to respond to the new challenges. A key element of this response was the financial management, particularly after the informal capital control measures that were imposed nationwide, and in response to the investments and donations following the COVID-19 and Beirut Port Explosion crises. It is the objective of LRC's Finance section to build on these successes in order to help the LRC navigate the challenging period with a high degree of financial transparency and accountability.

In October 2021, LRC updated its strategy covering the period from 2022 to 2024 where the **Finance Development Objectives** were set as:

- **Objective 1 – Sustainability:** LRC is able to fund more than 70% of the cost of its core costs and services through local funding.
- **Objective 2 – Financial transparency and accountability:** LRC consistently publishes its yearly financial statements online on its website rendering them accessible to all stakeholders

### 4.2.2. Finance Main Activities Achieved in 2021

In 2021 the Finance Section had to adjust its priorities to support LRC in its current operating context mainly through:

- Developing contingency plans for the economic and financial crises.
- Finding solutions and establishing policies to deal with the capital control and currency fluctuation issues.
- Continuing the coordination closely with the fundraising section and issuing the needed reports and receipts.
- Supporting the Beirut Port Explosion response direct financial assistance which was extended till August 2022.

Despite the crisis response efforts, the Finance section managed to maintain progress on key long-term objectives and achieved the following:

- Holding regular coordination meetings with the branches that started to closely communicate with Headquarters finance.
- Consolidated 32 LRC branches financial accounts at an HQ level.
- Issuing more than 400 financial reports
- Completing 34 National and project-based audits
- Optimizing the use of the fresh funds to be able to cover additional expenditure related to project implementation
- Issuing financial guidelines regarding the financial report generation

- Considering the possibility of opening a bank account abroad
- Conducting meetings with the Norwegian Red Cross regarding the fraud policy that is being drafted by finance and still in the fine tuning process.
- Completing the audit report of Beirut blast from August 2020 till June 2021.
- Shifting the per-diems payments modality to bank cards where the implementation will start in January 2022.
- Working closely with the procurement section to get the best offers that are coherent with LRC financial rules, such as paying VAT to suppliers in fresh funds, whereas it should be paid in LRC as per the official exchange rate.
- Providing branch financial compliance report to governance in support of initiatives to improve local accountability which was taking place through one on one meetings held between the LRC governor and the branches

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#### 4.2.3. Finance Objectives for 2022

In 2022, the Finance Section aims to:

1. Optimize LRC's use of funds and resources in operations
2. Improve LRC's financial ability to effectively respond to disasters
3. Improve LRC's relationship with internal/external stakeholders.

## 4.3. Fundraising and Communication Section

### 4.3.1. Fundraising and Communication Section Overview

The main objective of the Fundraising and Communication Section at LRC is to enhance the organization's ability to secure needed funding for the cost of its services through non-institutional funding by increasing financial transparency and accountability and strengthening local capacities.

### 4.3.2. Main Activities Achieved in 2021

In 2021, the situation was difficult in Lebanon but did not trigger such a massive fundraising drive. LRC therefore reverted back towards patiently building its fundraising capacities and acting upon the areas of improvement that had been identified during 2020. This has resulted in 2.6 million USD of funds raised directly by LRC throughout 2021. A sharp decline compared to the unusual situation of 2020, but a base from which LRC can build on in order to increase its capacity to raise funds outside of major emergencies. Additionally, in 2021 the Fundraising and Communication Unit was able to:

- Tested its first non-emergency digital fundraising campaign,
- Worked on a new CRM system to better manage individual and corporate donors,
- Signed a long-term key corporate partnership with Pepsico and Pepsico Foundation, and
- Strengthened its technical partnership with the Swiss Red Cross.

LRC also invested a lot of efforts during 2021 to complete its reporting requirements for the Beirut Port Explosion response, and thus reinforce its integrity mechanisms and build trust with the donors and the public.

Moreover, the team also developed "Stories of Change" centered around LRC's decision to provide direct unconditional cash assistance to the most vulnerable families affected by the Beirut Port Explosion, was made possible mainly because of the online donations that were made during the initial 20 days following the disaster. Despite not being a major cash assistance actor in Lebanon prior to the crisis, LRC was the first organisation to initiate cash assistance, and was also the first actor to provide the aid in USD rather than local, devaluated, currency. This, according to interviews with external stakeholders, enabled other NGOs and iNGOs to follow LRC's lead and preserve the value of the aid given to those needing it most. The testimonials of the families having benefitted from this aid were made available online in 5 videos on [LRC's YouTube Channel](#).

LRC was also able, for the first time in its history, to publish an [external operational evaluation](#) of its disaster response, and made it available to the public.

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### 4.3.3. Fundraising and Communication Objectives For 2022

In 2022, the Fundraising Section aims to:

1. Generate \$3.5 Million USD of revenue from individual and corporate giving, focusing on diaspora
2. Complete the implementation of Salesforce CRM
3. Recruit and Maintain Monthly Donors
4. Fully integrate at least 8 branches in local digital giving program
5. Launch Saveslives.me Website and associated blood donor recruitment campaign
6. Finalize LRC Main Website
7. Increase Fundraising and Communication Capacities
8. Increase social media followers and engagement

## 4.4. Human Resources Section

### 4.4.1. HR Overview

The HR Section aims to build a high-performance culture while consistently dealing with underperformance by increasing individual and organizational productivity. This objective can be achieved through quality training and development opportunities, and use of succession planning for key positions.

### 4.4.2. HR Main Activities Achieved in 2021

In 2021, the HR Section was able to complete the following:

- Amended and revised the Recruitment and Selection policy during the pandemic whereas technical tests were reviewed to be conducted online; and interviews carried out using online solutions such as through Microsoft Teams, etc.
- Recruited individuals for more than 70 vacancies in 2021
- Ensured that all LRC HQ employees completed at least one documented performance review with their line managers with the exception of Sectors/Sections Directors/Managers.
- Prepared a capacity building plan based on the performance evaluations conducted for year 2021 to be shared with the LRC Training & Development Unit for implementation based on priority, budget availability, capacity, etc.
- Carried out probationary evaluations to all new-joiners.
- Developed the Managerial Development Academy for new line managers in coordination with the T&D Unit.
- Amended and customized HR Inductions to be carried out to new joiners via online modalities
- Finalized the implementation and testing of the HRIS software (SAP Success Factors).
- Finalized the End of Year Exit Interview Report (2021), and shared and presented to SG.
- Developed Recruitment/Workforce Plan 2022 in terms of new positions to be recruited in 2022, which was done and approved.

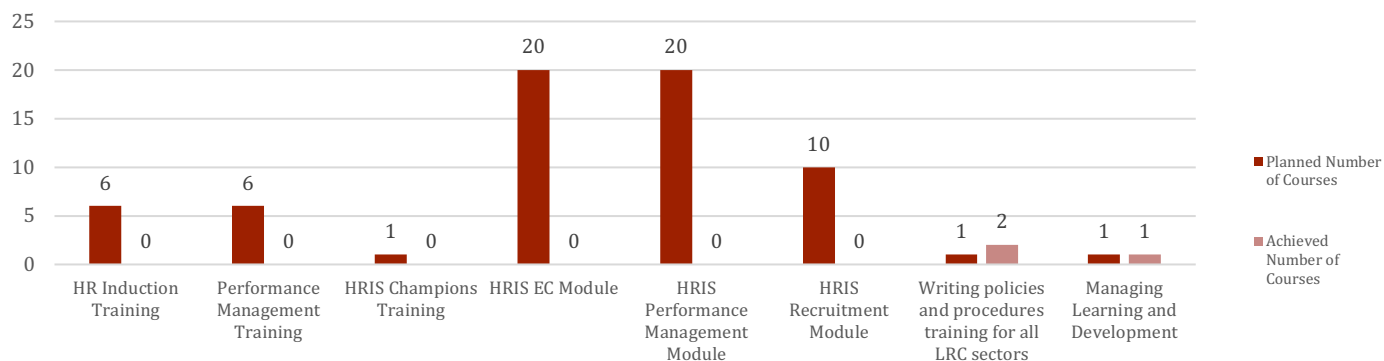
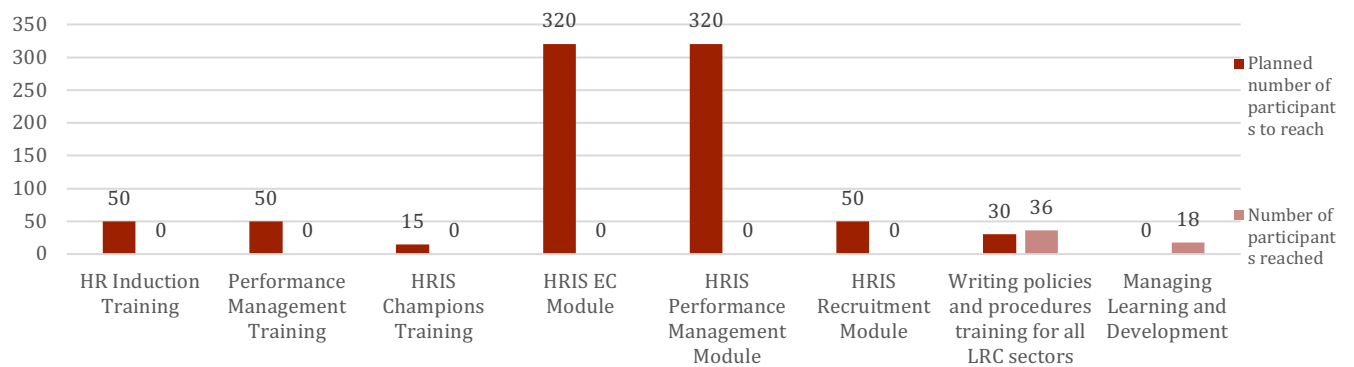


Figure 77: Staff Training Planned vs Achieved Trainings



**Figure 78: Staff Training Planned vs Achieved Number of Participants per Training**

#### 4.4.3. HR Objectives for 2022

In 2022 the HR Section aims to:

- Set placement plans for LRC’s workforce for year 2022 by enabling forecasting for talent needs.
- Train and equip hiring managers with needed information for effective decision-making through training and creating competency based technical tests, interviews, etc.
- Develop effective tools for identifying suitable qualified candidates such as advertising channels, internship program, assessment centers, etc. to ensuring the organization maintains a diverse workforce.
- Improve the overall induction experience for new staff.
- Finalize the implementation of the HRIS software (SAP Success Factors), disseminate it and train employees on its use.
- Develop, approve and disseminate HR policies, procedures and internal regulations, by drafting policies on Investigation, Whistleblowing, Anti-corruption, Anti-harassment and Grievance.
- Finalize and approve the HR Internal Rules and Regulations to be implemented in all Sectors/Sections.
- Develop and disseminate the new LRC Code of Conduct, to be signed by each employee and filed.
- Build the HR capacities to be able to respond to crisis. Draft and finalize policies to be utilized during emergencies such as recruitment and selection, working from home, etc.
- Create a pool of highly qualified professionals at all levels.

## 4.5. Information and Communication Technology Section

### 4.5.1. ICT Overview

The main objective of the information and Communication Technology (ICT) section is to improve the governance and management of the ICT systems and data across the national society and to embed an information security culture within LRC by relying on standards and well-known best practices. In 2020, due to the various events faced in the country, the ICT section has delved more into a digital transformation considering that a large number of its staff and volunteers either had to work remotely, and needed to have access to data and information in an efficient and accessible manner.

### 4.5.2. ICT Main Activities Achieved in 2021

Despite the challenges faced in 2021, the ICT Section achieved the below:

- Supported the BTS in creating a dashboard showing the availability of Blood Units available, requests pending, and blood donors and adopting new application
- Supported the DMS in creating solution for LVC assessment from field applications to dashboards using GIS and PowerBI
- Supported the EMS in creating a Dashboard for Response Time Analysis and FTO application for quality control
- Worked with the DRR on the Homecare solution that helped identifying the hotspots and control the requests of the medical technical committee
- Updated the MSS health dashboards
- Worked with sections to implement vehicle tracking devices on all LRC operational fleet
- Created an in house ID management solution, that has all records related to ID and printing ID's
- Developed a Vehicle checkup mobile app that supports tracking vehicle status and missions with odometer
- Upgraded servers' infrastructure, in the headquarters and in main locations

### 4.5.3. ICT Objectives for 2022

In 2022, the ICT Section aims to

1. Encourage the use of computer technology and to provide a reliable "single point-of-contact" for users by giving courteous and prompt attention to all incoming IT requests.
2. Provide, develop and manage an innovative environment for working, collaborating, communicating and sharing, based on the latest equipment
3. Ensure the integrity of the organization's information resources, by preventing their loss or compromise.
4. Deliver the high quality applications and services while ensuring high end-users satisfaction.
5. Develop a unified ICT strategy that covers and aligned with all LRC sectors and sections and units.

## 4.6. Internal Affairs Section

### 4.6.1. Internal Affairs Section Overview

The Internal Affairs Section's work revolves around the internal tasks that include all the work related to membership and regulations: such as drafting and reviewing contracts and agreements, preparing studies and legal suggestions, and others. The section's work also revolves around the external tasks accomplished with RCRCM (International Red Cross and Red Crescent Movement) through which the section follows up everything related to the international humanitarian law and the legal decisions issued by the IFRC (International Federation of Red Cross and Red Crescent Societies), ICRC (International Committee of the Red Cross), and ARCO (Arab Red Crescent and Red Cross Organization). The section also performs the tasks of the secretariat of the Election Supervisory Board and the Audit Committee.

### 4.6.2. Internal Affairs Section Main Activities Achieved in 2021

In 2021, the Internal Affairs Section achieved the following:

- Issued membership cards, created permanent membership, and set a follow-up plan for the year 2021.
- Held meetings of the General Assembly where the quorum was present, in addition to prepared and delivered legal minutes.
- Ensured that the national society that is legally in line with the international standards.

Moreover, the most significant activities carried out by Internal Affairs Section can be divided into the three main sections as shown below:

#### In Terms Of Internal Affairs

##### 1. **General Assembly Meetings**

The Internal Affairs Section proposed the timetable that includes the preparations of the General Assembly and the deadlines for approving the documents, in coordination with the Secretary-General and the concerned managers. Furthermore, in coordination with the Secretary-General and the rest of the members of the Minutes Drafting Committee, the section worked on monitoring the quorum of attendance and writing minutes of the meetings. The section also followed up with the Secretary-General to ensure that these meetings minutes are signed by the President and the Secretary-General. In this regard, it is worthy to mention that the annual meetings of the General Assembly during the year 2021 were held online and remotely on June 5, 2021, and on November 6, 2021. In an effort to obtain the signatures of the members of the General Assembly and ensure the legal authenticity of each of the meeting's minutes, the staff of the Legal Section is distributed to all governorates on Saturdays within agreed and pre-defined branch centers.

**2. The Secretariat of Statutory Bodies**

Served as the secretary of the Election Supervision Committee and the Audit Committee according to the statute, the Internal Affairs Section followed up, throughout the year, with the Audit Committee, the drafting of bylaws for the stated Commission. It has also followed up with the Election Supervision Committee regarding some resignations of members of the Commission. Administration of some branches and issued circulated notes of accepting resignations.

**3. Regarding the issuing of membership cards and following up on all its issues**

Followed the preparation of the circulars of membership renewal and due to the legal and health circumstances that prevailed throughout the year 2021, the Legal Section monitored the basis of renewing memberships for the year 2022 with the Secretary-General and the Executive Committee. It has also implemented what was stipulated in the aforementioned resolution. The Internal Affairs Section also issued and submitted **2371 membership cards** for the year 2021, as follows:

- 1229 Branch Cards (committee).
- 986 Membership Cards
- 156 Cards for the Youth

The Section was in charge of coordinating with the branches and departments of the service sectors through constant communication throughout the year, sending the necessary circulars and following up in this regard.

**4. Periodic meetings of the Secretary-General with the directors of sectors and departments**

As a secretary of these meetings, the Director of the Internal Affairs' Section was invited to about 20 meetings after coordinating with the Secretary-General. The Section prepared and archived the minutes and agenda of the meetings.

**5. Follow up on daily administrative work**

- Drafted or studied contracts and memorandum of understanding (MoU) and shared feedback on them: 169 agreements, contracts and memorandum of understanding (MoU).
- Handled the minutes of the General Committees of the branches from a legal aspect and following them up with the Office of the Presidency, the General Secretariat and the Finance Department.
- Conducted several legal studies and submitting suggestions, as well as shared feedback and followed up on several legal or regulatory issues referred by the President or the Secretary-General.
- Set an implementation mechanism for the decision issued by the General Assembly regarding the transfer of affiliation requests from volunteering to membership, in accordance with Article 70 of the statute, received all transfer requests and files transferred from sectors and branches, studied them in detail, made notes and suggestions on them, and coordinated with those concerned.
- Followed up on legal issues with the Department of Political Affairs and Refugees Affairs in the Ministry of Interior, in addition to having collected the required documents (a formal letter issued in January 2021, and another formal letter issued in June 2021).
- Supported the families of the martyrs of the Port of Beirut (about 30 families) with financial and cash assistance provided by the French-Lebanese Pulmonary Society and the French-Lebanese Medical Association in France by the Lebanese Red Cross in coordination with the President of the association and Mr. Kamal Fares. In addition to having prepared the legal

document for this occasion and submitted the signing of those concerned, the compilation of the file has to be pursued and sent to the Finance Department and to Mr. Fares.

### On the Legal Basis

The Internal Affairs Section followed up the implementation of the project in the direction of developing and strengthening the legal base, supported by the IFRC (International Federation of Red Cross and Red Crescent Societies), in which the following internal regulations were drafted during the year 2021.

1. An internal system for the Blood Transfusion Sector. (BTS)
2. An internal system for the Disaster Management Sector. (DMS)
3. An internal system for the Medical and Social Services Sector.
4. Develop a set of proposals to amend the statute.
5. Develop Bylaws regarding the procedures for submitting the review before the Audit Committees.

A meeting was held with Parliamentary Committees in the Parliament on May 5, 2021 to explain and promote the two draft laws on the recognition of the National Assembly (the Red Cross Law) and the law regulating the use of the emblem (the Model Law of the Emblem). In addition to the follow up on the drafts referred to the Executive Committee, the discussion of the comments presented by some of its members will be held and it will include them in the draft.

### In Terms Of The International Movement

1. The Director of the Internal Affairs Section joined a group of webinars for legal advisors of National Associations organized by the International Committee of the Red Cross and the International Federation of Red Cross and Red Crescent Societies, which has also replaced this year the actual meetings due to the international measures taken to prevent the spread of the Corona pandemic. The director of the department presented a drafting of a national law on recognizing the role and purpose of the Lebanese Red Cross, during the legal advisors' seminar on the legal base of the National Societies, and received a note from the organizers.
2. Participated in a scientific webinar on "The Reality and Prospects of Implementing International Humanitarian Law in the Arab World" organized by the Arab Red Crescent and Red Cross Organization (ARCO) on 10/25/2021 and discussed the role of National Societies in activating international humanitarian law, and preparing scientific research by The director of the department on this subject and handing it over to the aforementioned organization, and obtaining a letter of thanks and appreciation from the organizers.
3. Participated in a webinar on "Special legal protection of medical personnel in armed conflict" organized by the International Committee of the Red Cross-Kuwait and the Qatar Red Crescent on January 20, 2021.
4. Participated in a remote training course on humanitarian diplomacy organized by the Arab Red Crescent and Red Cross Organization ARCO from 8 to 10 February 2021.
5. Participated in a training course on the principles of international humanitarian law, held from October 4 till October 6 2021. The course is organized by the Arab Organization of the Red Crescent and the Red Cross and the Palestinian Red Crescent Society.

6. Studied and shared feedback on the basics of the decisions that will be discussed at the meeting of the Council of Delegates in 2022. In addition to sharing feedback and comments on the Concept Note of the meeting.
7. Studied and shared feedback on several legal issues referred by the International Movement of the Red Cross and Red Crescent, such as autonomous weapons with the Arab Organization in June 2021, as well as the digital emblem referred by the International Committee of the Red Cross on September 15, 2021.

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#### 4.6.3. Internal Affairs Objectives for 2022

In 2022, the Internal Affairs Section aims to achieve the following:

- Issue membership cards, create regular membership and set a follow-up plan during the year 2022. Conduct a general inventory of the names of the inactive members and those who canceled membership, and update the membership regulations after the legal mechanism of the discontinued members.
- Resume work by following electronic voting system within the association.
- Draft internal regulations.
- Prepare for participation in meetings of international legal affairs.

## 4.7. Logistics' Section

### 4.7.1. Logistics' Section Overview

Logistics Section aims to keep continuous and effective operation mechanisms, while ensuring the provision of the highest standards to all involved parties and integrated into the advancement of the LRC's overall 2022-2024 strategy in different areas of Warehouse, Fleet and Logistics.

### 4.7.2. Logistics' Section Main Activities Achieved in 2021

In 2021, the Logistics' Section completed the following:

- Handled the handover, division and monitoring of over 200 shipments and products sent as donations to the Lebanese Red Cross, while also conducting daily activities and operations.
- Centralized over 10 warehouses that were dispersed in several regions across the country, in one unified national warehouse in Roumieh. In a short period of one year, the section was able to equip the empty warehouse with materials, build a racking system, establish a stocking system while abiding to the highest international standards, in order to centralize the warehousing process in Roumieh, where all distribution is handled and dispatched.
- Established a disposal process, relating to the scrapping of cars. This process breaks down the cars scrapping methodology and methods, while assigning the necessary actors to be involved in the process, such as the Secretary General, the finance department, the procurement department and any other entity who wants to dispose their vehicle. The establishment of such a process facilitates the operations within the fleet, while also setting clear guidelines for the vehicle scrapping process to minimize damage and maximize gains.

#### Within The Warehousing Scope

- Reduced the reliance on manpower through acquiring new equipment, thus optimizing timing for loading & unloading
- Moved items from logistics' sub-warehouses to the main warehouse located in Roumieh
- Equipped the new warehouse with a full racking system, safety measurements and materials
- Audited and established a clear channel of product flow
- Benchmarked international standards and built the warehouse structure accordingly

#### Within The Fleet Scope

- Established ownership of fleet including trucks, cranes and cars.
- Decreased transportation fees by minimizing rent of fleet equipment.
- Created ID Card system for all the cars and fleet equipment.
- Diversified the types of trucks and cars for different needs (Refrigerated trucks, cranes...)
- Created a filling and saving system for fuel and diesel consumption and invoices.
- Implemented new car lease process.
- Encouraged disposal of obsolete and damaged cars by creating a full process for it.

- Updated all vehicle files in Spears.

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#### Within The Logistics Scope

- Drafted more than 12 SOP's within the logistics section.
- Set focused KPI's on individuals in order to asses' team performance.
- Established essential processes for the Logistics section.
- Maintained digital budget tracking.
- Filed and archived all logistical files and documents.
- Updated all Job descriptions.
- Updated LRC shipping instructions to facilitate shipment and receipt of items.

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#### 4.7.3. Logistics' Section Objectives for 2022

In 2022, the Logistics' Section aims to

##### **1. Constrict LRC Logistical Operations To The Centralized Warehouse Located In Roumieh (Inbound And Outbound Activities)**

- Clear & defined structure and procedures for Roumieh warehouse
- Reorganization of remaining warehouses for future plans
- Implementation of WMS ERP System

##### **2. Create a clear and transparent strategy for fleet and all LRC's vehicles**

- Prepare a new tracking system for all LRC' fleet
- Optimize the performance of the maintenance management system
- Set a clear and regulated process for the fleet activities

##### **3. Develop a clear mapping structure and coordination process**

- Unify all logistical activities to facilitate coordination between logistics and sections/sectors
- Document and track all logistics activities by performing and sharing reports
- Assist with team's development and Human Resource

## 4.8. Planning Section

### 4.8.1. Planning Section Overview

The Planning Section sustains technical support to all LRC operational sectors in better planning their projects, developing efficient Monitoring and Evaluation (M&E) plans, as well as reporting on their activities. LRC-PS strives to fully implement a Planning, Monitoring, Evaluation, Accountability and Learning (PMEAL) framework, that will profit all operational sectors as well as the National Society (NS) holistically. The section's main objective is to better support all LRC sectors in developing efficient, sustained, and innovative interventions that serve people in need as well as communities residing in Lebanon. As such, the section coordinates regularly with all the PMEAL persons in LRC to cooperate accordingly with all the PNSs, develop new PMEAL related templates and review the already existing ones.

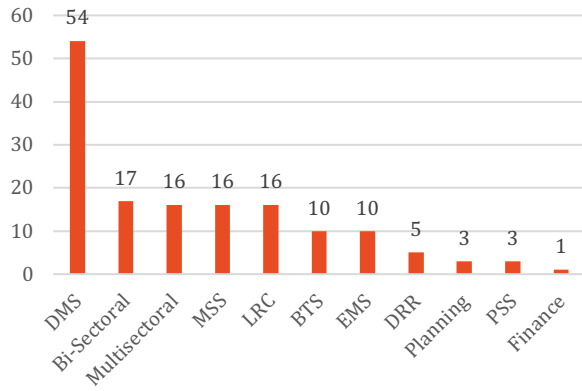
This will be achieved by implementing the four angular stepping stones of the section which are:

1. Integrate M&E plans as part of LRC programs by developing an M&E toolbox
2. Collect data properly with clear efficient and adopted guidelines, and proper data sharing mechanism internally as well as with Partner National Societies (PNSs) and back donors
3. Build the PMEAL capacities of the program managers and PMEAL officers within the sectors
4. Develop a unified framework for Community Engagement and Accountability (CEA) within LRC Operational sectors.

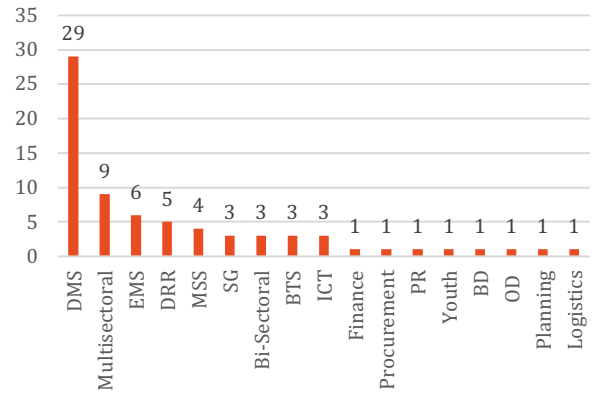
### 4.8.2. Planning Section Main Activities Achieved in 2021

In 2021, the section was able to achieved the following:

- Report on the One Year Appeal Indicator Tracking tool and Mobilization Table
- Develop LRC's 2020 Annual Report
- Formulate LRC's Daily/Monthly reporting tool based on Indicators
- Report efficiently back to Partner National Societies and Back Donors
- Support in the review of several tools and results analysis
- Conduct a PMEAL-CEA Assessment for the National Society with 17 individuals from LRC's operational sectors
- Roll-out a PMEAL Capacity Building workshop for the sectors with the support of British Red Cross
- Develop Reporting and Proposal Templates
- Support in the development of the Plans of Action of Programs and Sections
- Develop results'-based framework and activity-based budgeting templates



**Figure 79: Total Number of Proposals delivered per Sector**



**Figure 80: Total Reports Delivered per Sector**

### 4.8.3. Planning Section Objectives for 2022

In 2022, the Planning Section aims to:

1. Unify Plan of Action, Reporting and Proposal templates and standards across the national society
2. Initiate the PMEAL-CEA Working Group
3. Develop Capacity Building Plan in terms of PMEAL and CEA for staff and volunteers
4. Develop a PMEAL Manual for LRC

## 4.9. Procurement Section

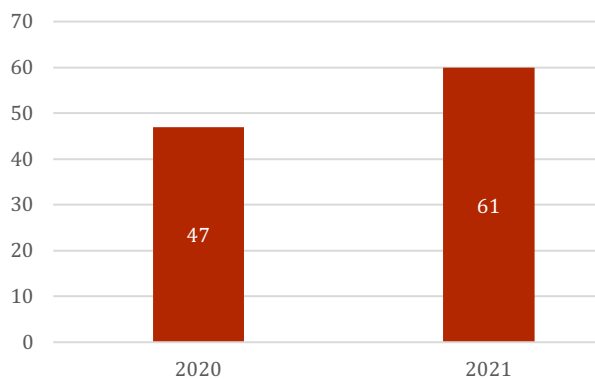
### 4.9.1. Procurement Section Overview

The Procurement Unit within LRC aims to secure ongoing contracts with suppliers who provide the recurrent needed items for the LRC sectors and units and to increase the number of the framework agreements in order to cover all the needs for the purchase of LRC. Additionally, the unit aims to award back up suppliers to ensure that LRC has sources for needed goods, while carrying out tenders and quotations in a timely and efficient manner meeting the timelines and budgets set.

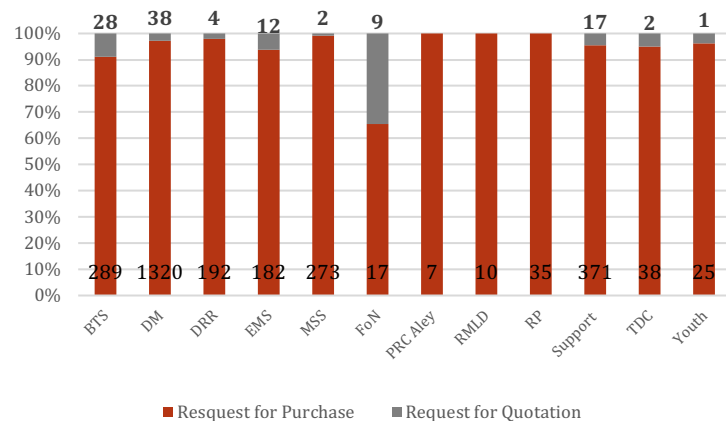
### 4.9.2. Procurement Section Main Activities Achieved in 2021

Several challenges hindered the work of the Procurement Unit over the course of 2021 such as the lockdowns which resulted in delays in the delivery of items, changing banking regulations which resulted in delays in payment, and the fluctuation of the local currency value affecting the pricing system of suppliers. Yet, the Procurement Unit was able to:

- Sourced and negotiated with suppliers in terms of pricing and payment.
- Met and ensured the delivery of good needed for implementation of projects
- Found solutions for challenges that arose in 2021



**Figure 81: Number of Tenders Initiated**



**Figure 82: Requests for Purchase and Quotation completed in 2021**

- 3108 Requests were received during the year, whereas, 61 Tenders were launched in addition to 6 tenders for year 2022.
- Timely coordination for the closure of invoices was imposed in order to avoid difficulties during the closure of the year.
- Meetings and Follow-ups with sectors and sections in order to be able to finalize before the end of the year.
- Yet, 324 purchase orders were done after the deadline because of receiving the requests after deadline.

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### 4.9.3. Procurement Section Objectives for 2022

In 2022, the Procurement Section aims to:

1. Develop the capacity of the Procurement team
2. Update the current use manual to match the development of the LRC vision and operation
3. Develop the Emergency Procurement Policy and SOP
4. Develop the software and what is the features needed for the procurement operation
5. Prepare new templates for the ITB to match the difference needs and want of the sectors, Different ITB to match the procurement of Service, Product, Construction, and Consulting
6. Develop an SOP for the Black listing of suppliers
7. Develop the tender opening ways, and the QC session
8. Develop Spec manual for the recurrent items with the help of experts to ensure that the Spec are right and approved by the departments and the partners.

## 4.10. Public Relations and Communication Section

### 4.10.1. Public Relations and Communication Section Overview

The Public Relations and Communication Section plays an important role in promoting and reinforcing the services, principles and concepts of the organization. The section's aim is to better disseminate knowledge about the organization and the services it provides, as well as continuing to promote the fundamental principles of the Red Cross and the spirit of volunteerism. This is achieved by strengthening the relationship between the LRC and various media organizations, which ultimately leads to support the LRC and to preserve its image and reputation.

In addition to that, the section endures its work to develop internal and external communication with traditional and digital media and advertising companies, and to enhance coordination between the head office and the branches, sectors, departments and programs with regard to the tasks assigned to the department, as well as maintaining the purpose of the protective use and the indicative use of its emblem. The organization of workshops for employees, volunteers and the public will be monitored according to the circumstances, as well as holding workshops for publishers, and reviewing and preparing for the training file on an ongoing basis. This will be achieved by activating and strengthening the broadcasting and publishing program according to the new mechanism.

### 4.10.2. Public Relations and Communication Section Main Activities Achieved in 2021

In 2021, the Public Relations and Communication Section achieved the following:

- Preserved the image of the organization through permanent monitoring of what is published and permanent preparation when needed, particularly during emergency and crisis situations. Followed up on the implementation of the organization's regulations regarding media and advertising products issued. In addition, the section followed up on the organization of media interviews to discuss the organization's services and the latest developments related to its work and monitoring advertising and media products and strict standards for the use of the Red Cross and Red Crescent's logo approved in the articles of association.
- Focused on raising awareness amongst the public on the neutrality of the organization and the inclusion of its services to all sections.
- Enhanced communication with departments (sectors, departments and units).
- Strengthened the basic principles of humanitarian values and their concepts as a course of action. Strengthened the volunteering spirit. Enhanced the in-depth knowledge of the organization by monitoring the training file by attending the interaction process in broadcast and publishing episodes and developing an interactive training curriculum. In addition to that, assessing the performance of publishers.
- Preserved historical documents that demonstrate the work of the national society by classifying and counting the assets in the department, preserved what is valuable and destroyed what has no value, in addition to converted non-digital documents into digital documents (in progress).

- It is worth noting that the number of beneficiaries in 2021 is the highest since 2019 and almost double the number of beneficiaries in 2018 without counting the number of public beneficiaries.

Events and Objectives attained in the Public Relations and Communication Section

### Public Relations and Communication

**General Objective:** Enhance public advocacy and sympathy, preserve the organization's image, name and indication, and show its activities and services to enhance its reputation and trust, and achieve advocacy. 69 activities were completed in 2021, The most important work that has been done is the following:

- Supported the Sectors of Operation in all situations, which provided media material that meets the requirements and which is publishable.
- Strengthened the work for an effective partnership with traditional and digital media through continuous communication as well as providing them with information related to the organization and coordinating media appearances.
- Coordinated media appearances, mainly in emergency situations. (Such as Al-Talil explosion in Akkar)
- Followed-up and oversaw media and advertising production that was issued by sectors, departments, units and branches.
- Followed-up on the requests of organizations and stakeholders during the process of filming and selecting appropriate ones for publication (for example: Kuwait Red Crescent Society, Doctors Without Borders, UN, City mall, Kunhadi, Al-Bushrieh Al-Sed Municipality, and others)
- Participated in the International Humanitarian Law Workshop - the Arab Center.
- Coordinated and prepared topics of discussion for media appearances and press releases such as interviews about the financial campaign, the Corona virus, Beirut explosion, as well as interviews with the President and the Secretary-General, coordinating appearances regarding first aid, the International Volunteer Day and the readiness of the Red Cross before the holidays, etc.
- Coordinated and published multiple advertisements in solicitation with newspapers.
- Followed-up on what is published about the LRC to clarify and negate all that is inaccurate through direct contact or by issuing statements, as well as followed-up on the misuse of the protection and the indication of its emblem.

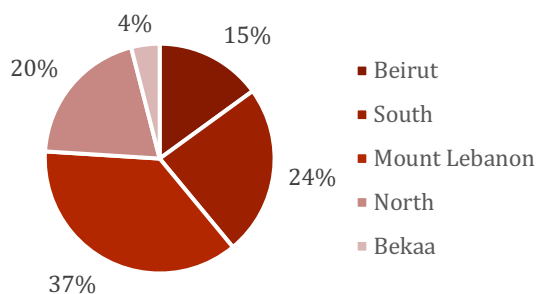
**As for the annual financial campaign for 2021, it was limited to the following:**

Launched the campaign by publishing a one-minute video of the Lebanese Red Cross President, Dr. Antoine Zoghbi, prepared by the Fundraising and Communication Section, as well as held a fundraising event. The video was sent to all visual media and broadcasted through newscasts and programs throughout May, at no cost.

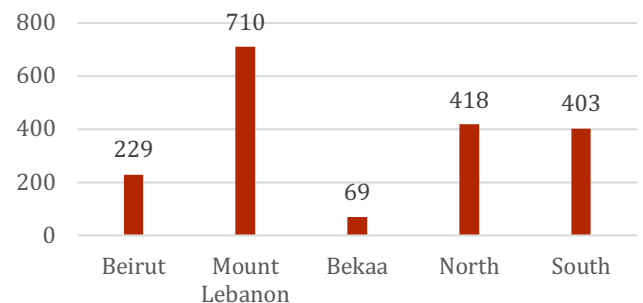
### Broadcast And Publishing Program

**General Objective:** Respect the principles and the emblem, promote the spirit of volunteerism and become well-acquainted with the components of the International Red Cross and Red Crescent Movement.

- The Public Relations and Communication Section and the program's disseminators, including trainers and publishers, organized public information sessions with the aim of disseminating knowledge about the global movement, its components and roles, and broadcasting and disseminating information about the National Society.
- Implemented the new mechanism of the broadcasting and publishing program. The file was completed and the information was prepared. It was sent to the public and to those wishing to volunteer as a first session. This required several things, including:
  - Actived coordination in the work of the broadcasting and publishing program at the national level. Evaluated the active disseminators and excluded the non-active disseminators. It was also important to provide with the new session, evaluated the reference documents for the implementation of broadcast and publishing quotas, followed up on amending the content of the information session to match the amendments of the statute and new topics, programs and statistics. It was also significant to work according to the regulations in order to ensure that the broadcast and publication quota is basic and unified and it was given by the publisher and approved by the Public Relations and Communication Section.
  - Established a mechanism, set directions, and standards on how to establish a broadcast and publishing session.
  - Coordinated with the First Aid Training Unit to follow up the mechanism of work, the coordination and the reports (participant lecturers in first aid courses)
  - Followed-up the organization of seminars for sectors, branches and units in the organization.
  - Held a workshop with the United Nations Office for Disaster Risk Reduction, in order to introduce the broadcasting and publishing program.
  - Prepared an informational curriculum for a booklet of reference documents for the broadcasting and publishing session (preliminarily completed)
  - Held separate meetings or sessions related to the topic in order to deliberate and modify the session and express opinions on topics related to the presentation of the session.



**Figure 83: Percentage of Dissemination Sessions per Governorate**



**Figure 84: Number of Beneficiaries of the Broadcasting and Dissemination Sessions per Governorate**

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#### 4.10.3. Public Relations and Communication Objectives for 2022

In 2022, the Public Relations and Communication Section Aims to achieve the following objectives:

- Promote the use of electronic media as means of endorsing, publishing and researching everything in the interest of it.
- Strengthen and follow up communication with other media and advertising companies to support the organization in publishing and promoting, and developing a plan for research in frameworks of cooperation and participation.
- Follow-up and strengthen communication with the branches in relation to the work of public relations and communication section and dissemination of knowledge regarding how to deal with this topic.
- Strengthen relations with other sectors, departments and units of the LRC
- Show Interest in following up the application of the program and the mechanism of broadcasting and publishing that has been approved. In addition to evaluating the training file after it was unified for the information session and the advanced session for obtaining the membership (A template for the session's transcripts and content has been prepared), it is important to evaluate the performance of new publishers (junior and youth sector and first aid trainers).

## 4.11. Training and Development Section

### 4.11.1. Training Section Overview

The Training and Development Section focused on assisting sectors and units with their annual training plans, creating and designing training paths, tailoring existing trainings and developing new ones. Project managers were investing their times in implementing their projects' objectives and goals partly through delivering trainings to their staff, the volunteers and to the community that the Lebanese Red Cross is committed to serve.

### 4.11.2. Training Section Main Activities Achieved in 2021

In general, the LRC achieved 62% of its original 2021 training plan and reached around 65% of the planned number of participants. The majority of the trainings were provided in the last 3 quarters of 2021. The highest number of courses were delivered by the EMS sector. Overall LRC delivered 462 courses for 9333 participants.

An important milestone in 2021 was to work on the professional development of the LRC staff through developing and implementing capacity building workshops in order to develop or/and enhance their professional qualifications according to the needs identified by the Learning and Development team.

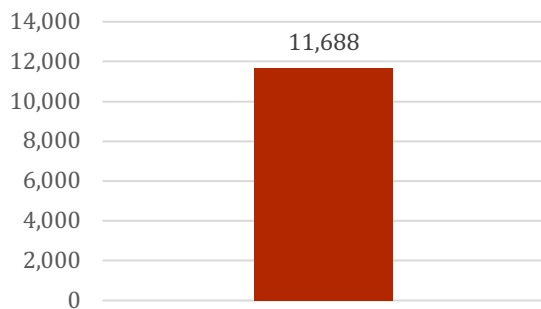


Figure 85: Total Number of Participants Reached

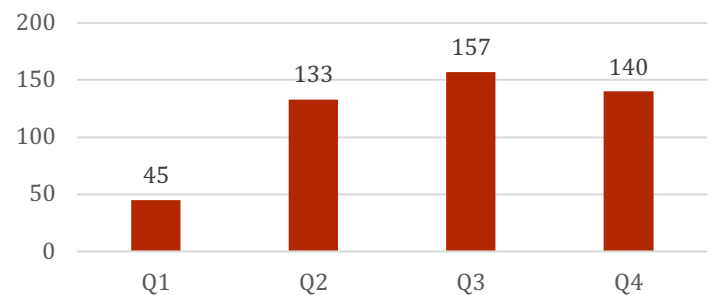


Figure 87: Number of Complete Courses per Quarter

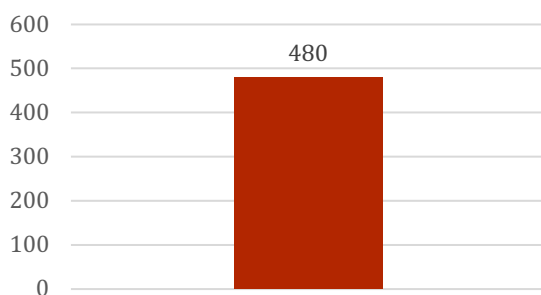


Figure 86: Total Number of Achieved Courses

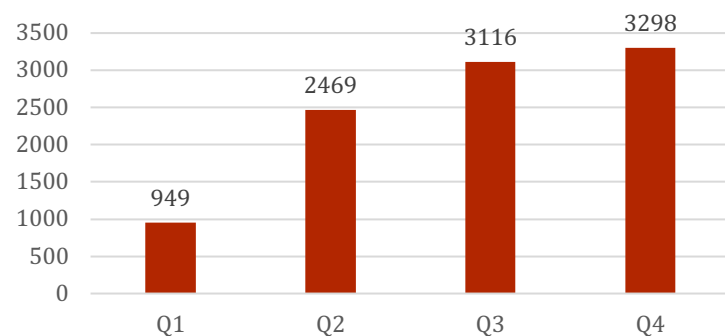


Figure 88: Number of Participants per Quarter

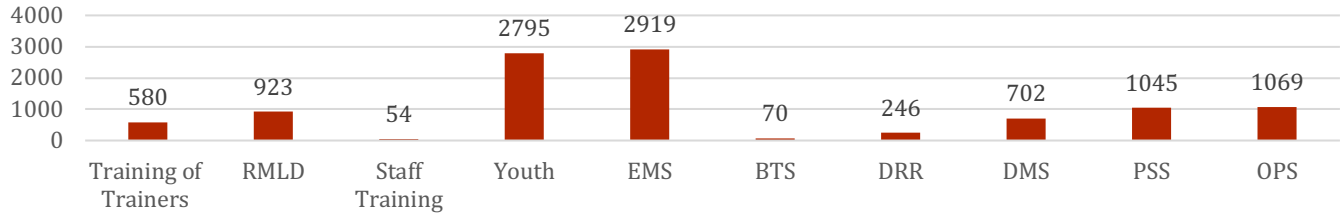


Figure 89: Total Number of Participants per Sector/Unit

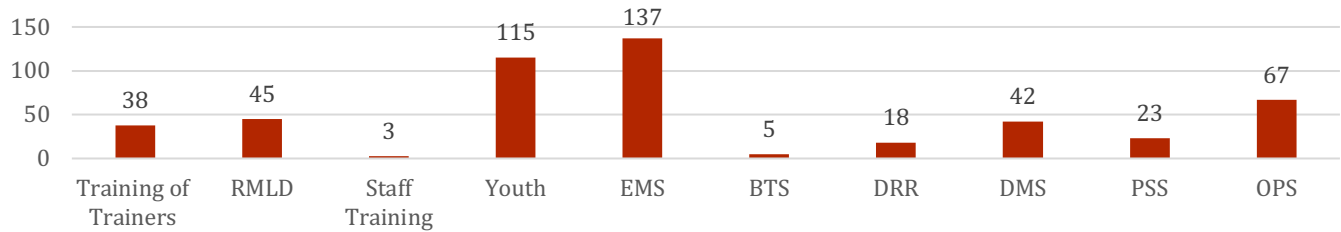


Figure 90: Total Number of Participants per Sector/Unit

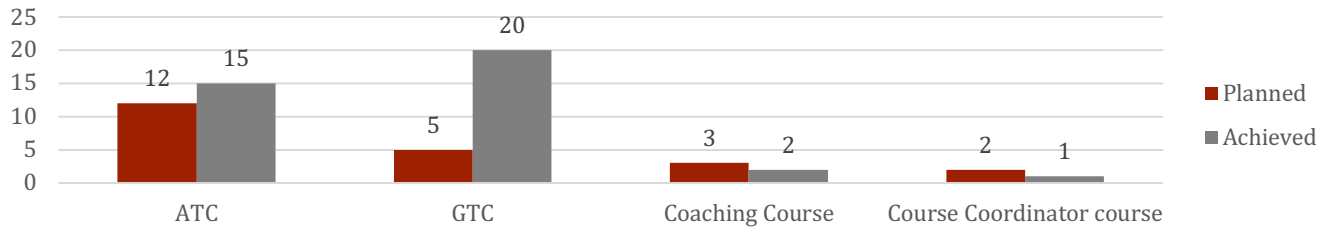


Figure 91: Number of Planned vs Achieved Training of Trainer Courses

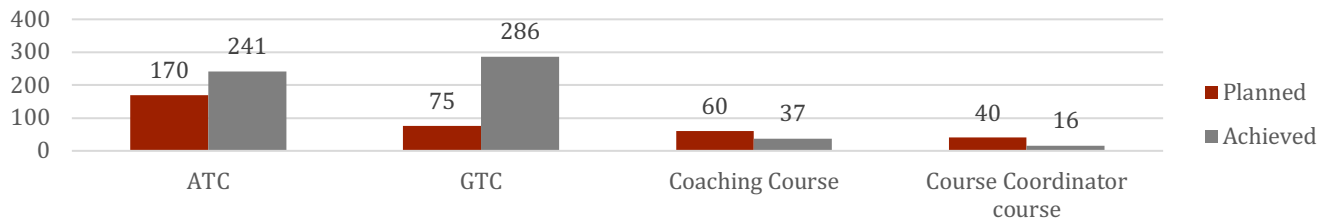


Figure 92: Number of Participants Planned vs Achieved per Training of Trainer Courses

#### 4.11.3. Training Section Objectives for 2022

The Training and Development Section in 2022 aims to:

1. Increase their investment in digital learning tools and methods
2. Increase their use of remote learning tools where applicable and needed in order to limit the impact of the pandemic and the economic situation that refrained the LRC from achieving all its 2021 training plan
3. Build the capacity of staff to design and deliver online training
4. Use a blended learning methodologies

## 4.12. Sections' Internal Coordination

### HR And the Training and Development Section

The HR and Training and Development section coordinated to develop the Managerial Development Academy for Junior Managers in supporting them in acquiring skills that will help them fulfill their duties.

### Planning Section and Sectors

The Planning Section coordinated with Operational Sectors (EMS, BTS, MSS, DMS, Youth and DRR) in drafting and developing needed proposals and reports. Additionally, the Section coordinated with the EMS on the roll-out of their satisfaction survey, and the MSS on rolling out a perception survey.

### Internal Affairs and Operational Sectors

The Internal Affairs in coordination with the operational sectors completed the required files according to the regulations for issuing membership card, updated and drafted regulations, as well as Communicated to complete the deficiencies and settings for membership.

### Public Relations and Communication and Operational Sectors

Public Relations and Communication Section has kept pace with all the needs of the various levels of the organization's work, including support, advice, and opinion on the media and public relations levels, according to the mechanism adopted by the association. The results are as follows:

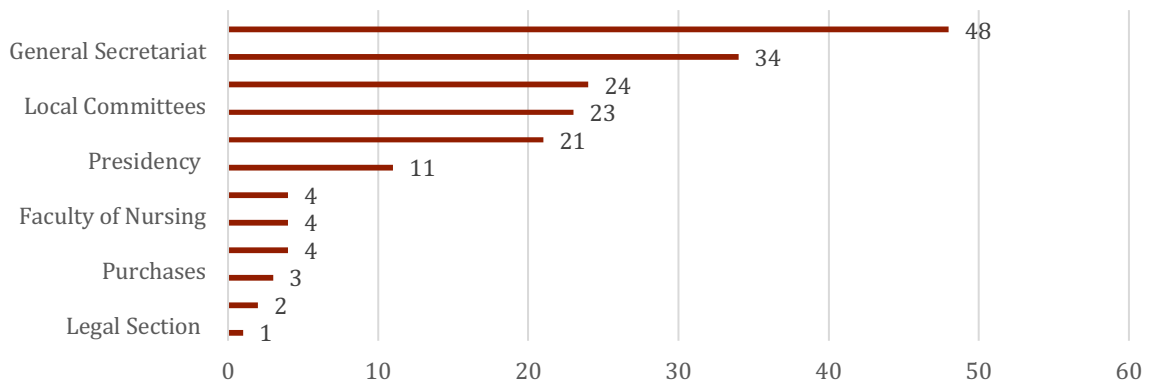


Figure 93: Internal Coordination of the Public Relations and Communication Section with LRC Entities

#### 4.13. Sections' Challenges, Risks and Mitigation Measures

<b>Section</b>	<b>Challenge</b>	<b>Consequence</b>	<b>Mitigation measure</b>
Finance Section	Delays in Banking Procedures	Delays in releasing payments	Opening a bank account abroad
Finance Section	Loss of local currency reserves	No more reserves	Working on building the reserves through fresh funds
Finance Section	NSSF Costs	NSSF and Ministry of Finance consolidation of numbers could not be completed due to the absence of a functioning government which led to the fact that Finance Section couldn't produce consolidated financial reports.	
Finance Section	Policy Issuance	Delay to issue LRC core cost policy based on the first consolidated national financial report due to the fact that the final consolidation with the branches didn't take place due to external reasons	
Training and Development Center	Training cancelations due to COVID-19 Exposure	Cancellation of food, change of schedule for the employees.	After several times the TDC agreed with the caterer not to charge us the food cancelled due to Covid.
Human Resources/ Logistics' Section/ ICT Section	Lack of capacity to support the national Society	Delays and putting activities on hold	N/A
Logistics' Section/ ICT Section	Lack of documented processes and frameworks	Duplication of work	Creation of clear documentation for all files
Logistics' Section	Lack of coordination	Not being notified of upcoming shipments or donations related to projects	Plan and coordinate better with stakeholders / Develop a shipping instruction policy

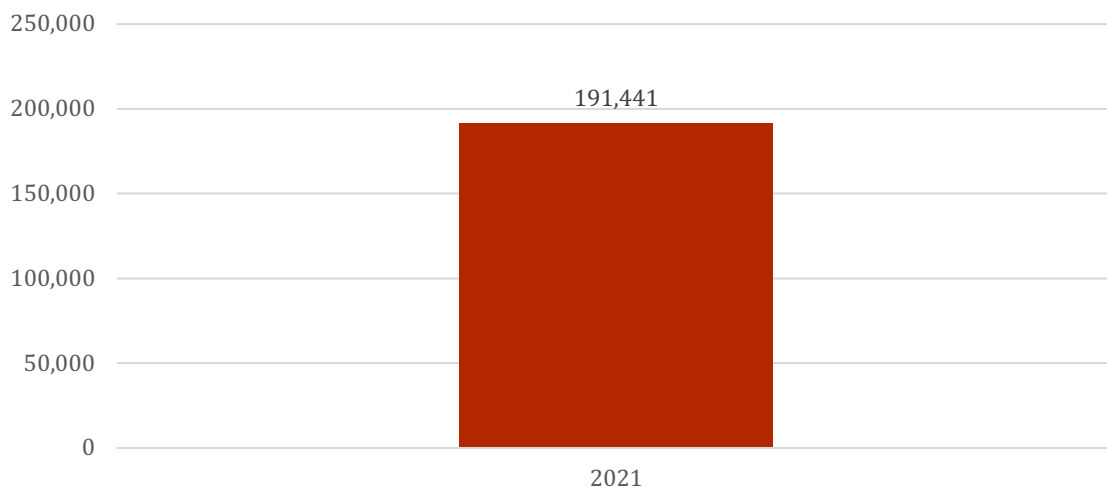
<b>Section</b>	<b>Challenge</b>	<b>Consequence</b>	<b>Mitigation measure</b>
Logistics' Section/ ICT Section	Lack of Resources	Logistics: no room for improvement in our budgeting and money allocation systems.  ICT: Securing LRC databases and information is become more challenging	Logistics: Set budgeting system for in flow and outflow  ICT: Budgets should include ICT support within their budget
Logistics' Section/ ICT Section	Duplication of Efforts	Logistics: LRC is receiving items from partners it does not use  ICT: Solutions are developed based on Sector/Sections' needs in an unified way that increases cost and reduces efficiency	Logistics: Making a Distribution plan/list with needed items  ICT: Increase coordination and alignment

**Table 3: Sections' Challenges, Risks and Mitigation Measures**

## 5. Support, Security and Complaints

### 5.1. LRC Non-Emergency Hotline – 1760

Lebanon has been facing social, economic, health and security challenges. On October 17, 2019, nation-wide protests began and thousands of protesters filled the streets of major cities across Lebanon as part of nation-wide demonstrations over deteriorating economic conditions and new austerity measures. Furthermore, as a result the outbreak of the COVID-19 Pandemic and the constraints in order to contain its spread, communities in Lebanon already weakened by the deteriorating economic situation were at an increased risk of not meeting their basic needs. Hospitals reached full capacities and Covid-19 patients were facing difficulties to afford hospitalization. During the third quarter of 2020, a massive explosion that its capital. The explosion was centered in the port area in Beirut and which devastated large parts of the city through which killed at least 200 individuals, and injured around 5,000 others. At last, not forgetting to mention the Syrian Crisis affecting both local and host communities. In efforts to respond to the aforementioned reasons, and as response to the community resilience, the LRC has set up a call-center in order to support beneficiaries of programs in case they face issues with their assistance, collect feedback or complaints, answer questions and to log assistance requests (if any).



**Figure 94: Number of Calls Received by LRC's Non-Emergency Hotline**

## 5.2. Safety and Security Unit

The key goal of this unit is to increase security awareness and avoid security risks that may face the partner missions' personnel belonging to the International Red Cross and Red Crescent Movement operating in Lebanon. This shall be accomplished by providing an appropriate security framework, delivering appropriate guidance, and mitigating measures, to facilitate the work of all concerned individuals and partners.

The unit carries out the following tasks:

- Analyzing the local security, political, economic, and social situations, in addition to the international regional situations and their impacts on Lebanon. It shall also submit periodic reports to the partners in the International Movement.
- Providing permits and approvals for the partners' field visits, and monitoring and following up on them to ensure the ultimate degree of protection.
- Sending notices and warnings in the event of the emergence of any security problem and ensuring the safety of partners in case of any security event.
- Sending a daily report to partners about the most prominent security events.
- Preparing and updating the emergency and evacuation plan in case of major security incidents.
- Holding periodic security meetings with partners to discuss the recent updates and possible measures.
- Providing security advice and support to the International Federation of Red Cross and Red Crescent (IFRC) and, when needed, supporting it on all security levels.

In 2021, the Security and Protection Unit in the National Society supervised and followed up on more than 120 field visits done by the partners in the International Movement.

It also holds an evacuation maneuver in partnership with the International Committee and International Federation.

### 5.3. Training and Development Center

#### 5.3.1. TDC Overview

The Training and Development center aims to accommodate the needs of LRC Staff and Volunteers by providing equipment, customized conference and break out rooms, an auditorium, and other necessary amenities for the smooth roll-out of capacity building activities. The TDC operates 7 days a week around the clock by hosting multiple trainings on back-to-back and simultaneously.

#### 5.3.2. TDC Center Main Activities Achieved in 2021

The Training and Development Center in 2021 recruited a part-time receptionist to support during the hosting of training. Additionally, the TDC hosted around 118 trainings in 2021 over the course of 240 days accommodating around participants. During 2021, the center was not operating on full capacity due to the COVID-19 precautions protocol.

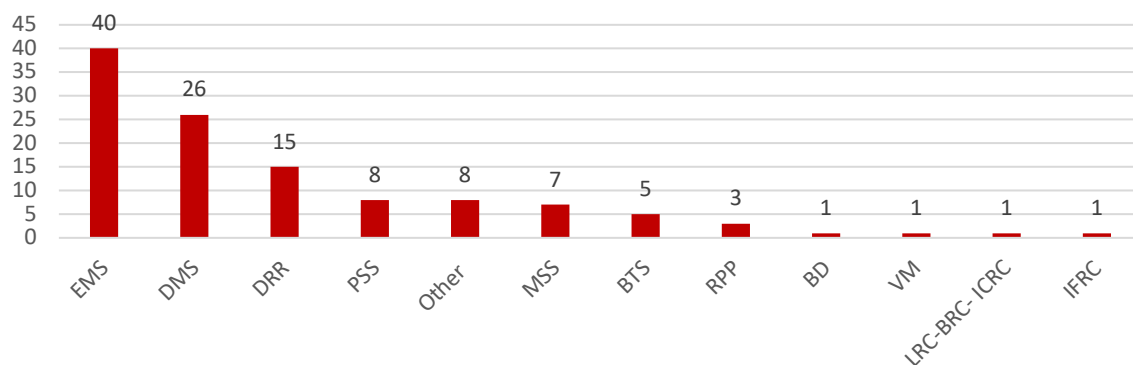


Figure 95: Number of Trainings carried out in 2021 disaggregated by Sector, Section, and Programs

#### 5.3.3. TDC Objectives for 2022

In 2022, the Training and Development Centers aims to:

1. Operate smoothly and safely
2. Maximize the use of the center by increasing the occupancy rate
3. Avoid overbooking by coordinating with the Training and Development Section.

## 6. Branch Network Development

In addition to the main center in the Kantari area, Spears Street in Beirut, the Lebanese Red Cross centers are spread across the Lebanese governorates according to the following:

### 6.1. Beirut Governorate

The Beirut Governorate has only one branch. It provides activities and services through the following:

- 2 Emergency and medical stations (Gemmayzeh and Spears)
- 2 Blood Transfusion centers (Gemmayzeh and Spears)
- 3 Medico-social centers (Ashrafieh, Al-Musaytbeh, Al-Jadida Road)
- 5 Youth Centers (American University of Beirut (AUB), Lebanese American University (LAU), Beirut Arab University (BAU), American University of Science and Technology (AUST), Beirut)
- Disaster Management Centers
- Disaster Risk Reduction Unit

### 6.2. Mount Lebanon Governorate

The Mount Lebanon Governorate has 9 branches distributed in Furn El Chebbak, Falougha, Aley, Jounieh, Antelias, Jal El Dib, Bouchrieh, Beiteddine and Jbeil.

The Mount Lebanon Governorate (Baabda District) also includes the central administration building for medical and emergency teams in Hazmieh, which includes operations room that coordinates communications and directs emergency teams in Beirut and Mount Lebanon. The Disaster Risk Reduction Unit has a main center in Hazmieh and a team in Falougha.

#### 6.2.1. Baabda District

The Baabda District has two branches in **Furn El Chebbak** and **Falougha**. Services and activities are provided through the following:

##### **Furn El Chebbak:**

- 3 emergency and medical stations (Furn El Chebbak, Baabda and Mareijah)
- Medico-social Sector (Furn El Chebbak)
- 4 youth centers (Furn El Chebbak, Baabda, the Southern

Suburb, and the Lebanese University)

##### **Falougha:**

- Emergency medical station
- Medico-social Sector
- Youth Center
- Nursing Institute

A Center for medical and social services in Baabda is also available, as well as a University College of Nursing (Baabda), and a temporary Emergency medical center in Hazmieh.

#### 6.2.2. Aley District

The Aley District has one branch in Aley. It provides services and activities through the following:

- 3 Emergency Medical Stations (in Aley, Kabrshmoun and Choueifat)
- Medico-social Sector
- Workshop for manufacturing Prosthetics
- Youth Center
- Disaster Management Center
- Disaster Risk Reduction Unit

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### 6.2.3. Keserwan District

The Keserwan District has a National Training Center and one branch in Jounieh. Services and activities are provided through the following:

- 2 Emergency medical stations
- 1 Medico-social Sector
- 1 Blood Transfusion Center
- 1 Youth Center
- 1 Disaster Management Center
- 1 Disaster Risk Reduction Unit

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### 6.2.4. Matn District

The Matn District has 3 branches (in Antelias - Naccache, Jal El Dib - Bqenaya, and Sad Al Bauchrieh)

#### **Antelias - Al-Naqash:**

- 4 Emergency medical station (In Antelias, Qornet Chehwan, Beit Mery and Bologna)
- 1 Medico-social Sector
- 1 Blood Transfusion Center
- 2 Youth Centers (Antelias, Beit Mery)

#### **Jal El Dib - Bqenaya:**

- 1 Emergency medical station
- 1 Medico-social Sector
- Youth Center
- Disaster Management Center

#### **Sad Al Bauchrieh:**

- 1 Medico-social Sector
- 1 Youth Center

In the district of Al-Matn, a Disaster Risk Reduction Unit is available too.

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#### 6.2.5. Chouf District

The Chouf District only has one branch in Beit Eddine. Its center is in Beqaata and it provides services and activities through the following:

- 3 Emergency medical station (Beqaata, Deir El Qamar, Damour)
- Blood Transfusion Center (Samqaniyeh)
- Medico-social Sector (Beqaata) and mobile hospital
- Youth Center (Chouf)

The Chouf District ensures an emergency point (Daria – Iklm AlKharoub)

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#### 6.2.6. Jbeil District

The Jbeil District includes one branch in Jbeil. It provides services and activities through the following:

- Emergency medical station
- Blood Transfusion Center
- Medico-social Sector
- Youth Center
- Disaster Management Center
- Disaster Risk Reduction Unit

### 6.3. South Governorate

The South Governorate includes 4 branches: Sidon, El Zahrani, Tyre and Jezzine.

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#### 6.3.1. Sidon El Zahrani District

The Sidon El Zahrani District has 2 branches: Sidon and El Zahrani. The following are the centers:

##### **Sidon:**

- 2 Emergency Medical Stations (Sidon and Jasnaya)
- Blood Transfusion Center
- Medico-social Sector
- Youth Center
- Nursing Institute
- Disaster Management Center
- Disaster Risk Reduction Unit

##### **El Zahrani:**

- Emergency Medical Station (Ansariyeh)
- 2 Medico-social Sectors (Babliyah, Zrariyeh)
- 2 Youth Centers (El Zahrani)

### 6.3.2. Tyre District

The Tyre District has one branch and provides services and activities through the following:

- Emergency Medical Station (Tyre)
- Blood Transfusion Center
- Medico-social Sector (Tyre) and mobile hospital
- Youth Center (Tyre)
- Disaster Management Center
- Disaster Risk Reduction Unit

### 6.3.3. Jezzine District

The Jezzine District has Jezzine branch and provides services and activities through the following

- Emergency Medical Station
- Medico-social Sector
- Youth Center
- Disaster Management Center

## 6.4. Nabatiyeh Governorate

The Nabatiyeh Governorate includes 4 branches in Nabatiyeh, Bint Jbeil, Marjeyoun and Hasbaya. Nabatiyeh Governorate (Bint Jbeil District) comprises as well a regional operations room that coordinates communications and directs emergency medical teams.

### 6.4.1. Nabatiyeh District

The Nabatiyeh District has only one branch and provides services and activities through the following:

- Emergency Medical Station
- Blood Transfusion Center
- Medico-social Sector
- Youth Center
- Disaster Management Center

### 6.4.2. Bint Jbeil District

The Bint Jbeil District has one branch in Bint Jbeil and provides services and activities through the following:

- 2 Emergency Medical Stations (Rmeish, Tebnin)
- 4 Medico-social Sector (Bint Jbeil, Rmeish, Aitaroun, Kafra)
- Disaster Management Center

### 6.4.3. Marjaayoun District

The Marjaayoun District has one branch in Marjaayoun and provides services and activities through:

- Emergency Medical Station
- Youth Center

### 6.4.4. Hasbaya District

The Hasbaya District has one branch in Hasbaya and provides services and activities through the following:

- 2 Emergency Medical Stations (Hasbaya, Chebaa)
- Youth Center (Hasbaya)
- Disaster Management Center

## 6.5. Beqaa Governorate

The Beqaa Governorate has 5 branches in Zahle, Riq, Qob Elias, Rachaiya, Machghara). Regional operations room is available and coordinates communications and directs emergency medical teams.

### 6.5.1. Zahle District

The Zahle District has 3 branches in Zahle, Riq and Qob Elias

#### Zahle

- Emergency Medical Station
- Blood Transfusion Center
- 2 Medico-social Sector
- Youth Center
- Disaster Management Center
- Disaster Risk Reduction Unit

#### Riq:

- Emergency Medical Station
- Youth Center

#### Rachaya district

- Emergency Medical Station
- Blood Transfusion Center
- 2 Medico-social Sector
- Youth Center
- Disaster Management Center

### 6.5.2. Western Beqaa District

The Western Beqaa District as one branch in Machghara and provides activities and services through the following:

- 2 Emergency Medical Stations (Joub Jannine and Machghara)

## 6.6. Baalbek-Hermel Governorate

The Baalbek-Hermel Governorate has 2 branches: Baalbek and Hermel as well as a Disaster Management Center.

#### Baalbek District

- Emergency Medical Station
  - Medico-social Sector and 2 mobile hospitals
- In addition to an emergency medical point in Ras Baalbek

#### Hermel District

- Emergency Medical Station
- Medico-social Sector and a mobile hospital
- Disaster Management Center

## 6.7. North Governorate

The North Governorate has 5 branches in Tripoli, Zgharta, Koura, Bshari and Batroun. A Regional Operations Room is available in north governorate (Tripoli district) and it coordinates communications and directs emergency medical teams.

### **Tripoli District**

- Emergency Medical Station
- Blood Transfusion Center
- 2 Medico-social Sector (Tripoli , Mina) and a mobile hospital and outreach
- Youth Center
- Nursing Institute
- Disaster Management Center

### **Bshari District**

- Emergency Medical Station
- Medico-social Sector
- Youth Sector

### **Batroun District**

- 2 Emergency Medical Stations (Batroun , Tannourine)
- Medico-social Sector
- Youth Sector

### **Zgharta District**

- Emergency Medical Station

### **Koura District**

- Emergency Medical Station
- 2 Youth Centers (Koura, Balamand)

## 6.8. Akkar Governorate

The Akkar Governorate has 2 branches in Halba and Menyara as well as a Disaster Management Center in Wadi Khaled and a mobile hospital.

### **Halba**

- 3 Emergency Medical Stations
- Blood Transfusion Center
- Medico-social Sector

### **Minyara**

- Medico-social Sector

## Abbreviation List

<b>LRC</b>	Lebanese Red Cross	<b>GRM</b>	Grievance Redress Mechanism
<b>EMS</b>	Emergency Medical Sector	<b>HC</b>	Healthcare Center
<b>BTS</b>	Blood Transfusion Sector	<b>HEPA</b>	High Efficiency Particulate Air
<b>MSS</b>	Medico-Social Sector	<b>HVP</b>	Humanitarian Values and Principles
<b>DMS</b>	Disaster Management Sector	<b>IEC</b>	Information, Education and Communication
<b>DRR</b>	Disaster Risk Reduction	<b>ITS</b>	Informal Tented Settlements
<b>FoN</b>	Faculty of Nursing	<b>KAP</b>	Knowledge, Attitude, and Practices
<b>ICT</b>	Information and Communication Technology	<b>LCA</b>	Local Community Assessment
<b>BD</b>	Branch Development	<b>LRI</b>	Lebanon Reforestation Initiative
<b>RFL</b>	Restoring Family Links	<b>LVC</b>	Lebanon Vulnerability Census
<b>VM</b>	Volunteer Management	<b>LVM</b>	Local Volunteer Managers
<b>HR</b>	Human Resources	<b>M&amp;E</b>	Monitoring and Evaluation
<b>T&amp;D</b>	Training and Development	<b>MHM</b>	Menstrual Hygiene Management
<b>TDC</b>	Training and Development Center	<b>MHPSS</b>	Mental Health and Psycho-Social Support
<b>PS</b>	Planning Section	<b>MMU</b>	Mobile Medical Unit
<b>RP</b>	Response Preparedness	<b>MSNA</b>	Multi-Sectoral Needs Assessment
<b>MEHE</b>	Ministry of Education and Higher Education	<b>NGO</b>	Non-Governmental Organization
<b>MOIM</b>	Ministry of Interior and Municipalities	<b>PEA</b>	Psychological First Aid
<b>MOPH</b>	Ministry of Public Health	<b>PGI</b>	Protection, Gender and Inclusion
<b>BTC</b>	Blood Transfusion Center	<b>PHC</b>	Primary Healthcare Center
<b>CBDRM</b>	Community Based Disaster Risk Management	<b>PMEAL</b>	Planning, Monitoring & Evaluation, Accountability and Learning
<b>CEA</b>	Community Engagement and Accountability	<b>PNS</b>	Partner National Society
<b>CERT</b>	Community Emergency Response Teams	<b>PPE</b>	Personal Protective Equipment
<b>CFS</b>	Child Friendly Spaces	<b>PSS</b>	Psycho-Social Support
<b>CRM</b>	Customer Relationship Management	<b>PWD</b>	Persons with Disability
<b>DPS</b>	Designated Peer Supporters	<b>QI</b>	Quality Improvement
<b>DRM</b>	Disaster Risk Management	<b>RCCE</b>	Risk Communication and Community Engagement
<b>EMT</b>	Emergency Medical Technician	<b>SCP</b>	Sustainable Consumption and Production
<b>ePCR</b>	Electronic Patient Care Report	<b>SOP</b>	Standard Operating Procedure
<b>eVCA</b>	Enhanced Vulnerability and Capacity Assessment	<b>UHF</b>	Ultra-High Frequency
<b>FAT</b>	First Arriving Team	<b>UV</b>	Ultraviolet
<b>FbF</b>	Forecast Based Financing	<b>WASH</b>	Water, Sanitation and Hygiene
<b>FER</b>	Forward Emergency Room	<b>Y&amp;H</b>	Youth and Health
<b>FTO</b>	Field Training Officer	<b>YABC</b>	Youth As Agent for Behavioral Change

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