



Lebanese Red Cross

Annual Report 2024

List of Abbreviations

Acronym	Definition
AAR	After Action Reviews
AFD	Agence Française de Développement
ATC	Applied Training Course
ATC EMT	Applied Training Course Emergency Medical Technician
ATC FA	Applied Training Course First Aid
ATC FR	Applied Training Course First Responder
AUB	American University of Beirut
BD	Branch Development
BIS	Beneficiary Information System
BOCA	Building Officials and Code Administrators
BoQ	Bill of Quantity
BP	Professional Complementary Certificate
BSN	Bachelor of Nursing Sciences
BT	Technical Baccalaureate
BTS	Blood Transfusion Services Sector
CAP	College of American Pathologists
CBDRM	Community Based Disaster Risk Management
CBF	Capacity Building Fund
CBRNe	Chemical, Biological, Radioactive, Nuclear, Explosive
CBS	Community Based Surveillance
CCC	Core Commitments for Children
CD	Carrer Development
CDP	Career Development Program
CE	Continued Education
CEA	Community Engagement and Accountability
CERTs	Community Emergency Response Teams
CFM	Complaints and Feedback Mechanism
CMS	Content Management System
CNRS	National Council for Scientific Research
COD	Council Of Delegates
CP	Child Protection
CRM	Customer Relationship Management
CTS	Correspondence Tracking System
CV	Community Volunteers

CV	Curriculum Vitae
CVA	Cash and Voucher Assistance
CVAP	Cash and Voucher Assistance Preparedness
DCMS	Digital Central Management System
DM	Disaster Management
DMAG	Disaster Management Advisory Group
DMS	Disaster Management Sector
DPS	Designated Peer Support
DR	Disaster Recovery
DRC	Danish Red Cross
DRM	Disaster Risk Management
DRMU	Disaster Risk Management Unit
DRR	Disaster Risk Reduction Unit
EcoSec	Economic Security Program
EMD	Emergency Medical Dispatching
EMS	Emergency Medical Services Sector
EMT	Emergency Medical Technician
EoRs	Emergency Operation Rooms
ePCR	Electronic Patient Care Report
ERP	Enterprise Resource Planning
ESF	Empress Shôken Fund
EVCA	Enhanced Vulnerability and Capacity Assessment
EWS	Early Warning System
FA	First Aid
FAT	First Arriving Team
FbF	Forecast Based Financing
FF	Fire Fighting
FFP	Fresh Frozen Plasma
FGD	Focus Group Discussions
FoN	Faculty of Nursing
FP	Focal Point
FR	First Responder
FTO	Field Training Officer
GBV	Gender Based Violence
GDPR	General Data Protection Regulation
GIS	Geographic Information System
GRN	Goods Received Note
GTC	General Trainer Course
GTTC	General Training of Trainer Course
HbC	Hepatitis B core antigen

HBV	Hepatitis B Virus
HC	Host Community
HC	Health Center
HCID	Health Care in Danger
HCV	Hepatitis C Virus
HEAT	Hostile Environment Awareness Training
HH	Household
H-H	High Priority Transport
HIS	Health Information System
HIV	Human Immunodeficiency Virus
HQ	Head Quarters
HR	Human Resources
HSU	Health Service Users
IA	Internal Affairs
IAEA	International Atomic Energy Agency
ICRC	International Committee of the Red Cross
ICT	Information and Communication Technology
ID	Identification
IDPs	Internally Displaced Persons
IEC	Information Education and Communication
IFRC	International Federation of Red Cross and Red Crescent Societies
IHL	International Humanitarian Law
IM	Information Management
IMU	Information Management Unit
IOM	International Organization for Migration
IPC	Infection Prevention Control
ISF	Internal Security Forces
ISO	International Organization for Standardization
IT	Information Technology
ITC	Initiator Training Course
ITS	Informal Tented Settlements
ITT	Indicator Tracking Table
IVR	Interactive Voice Response
KAP	Knowledge, Attitudes and Practices
L&D	Learning and Development
LMAC	Lebanon Mine Action Center
LMS	Learning Management System
LRC	Lebanese Red Cross
LVM	Local Volunteer Manager
LVMs	Local Volunteer Managers

M&E	Monitoring and Evaluation
MCAP	Multi-purpose Cash Assistance Programme
MCI	Massive Causality Incident
MD	Medical Direction
MEHE	Ministry of Education and Higher Education
MH	Mental Health
MHM	Menstrual Hygiene Management
MHMP	My Health My Priorities
MHPSS	Mental Health and Psychosocial Support
MHPSS-PGI	Mental Health and Psychosocial Support- Protection Gender and Inclusion
MMU	Mobile Medical Unit
MNCAH	Maternal, Newborn, Child, and Adolescent Health
MotD	Management of the dead
MoF	Ministry of Finance
MoIM	Ministry of Interior and Municipalities
MoM	Minutes of Meeting
MoPH	Ministry of Public Health
MoSA	Ministry of Social Affairs
MoU	Memorandum of Understanding
MPCA	Multi-Purpose Cash Assistance
MSS	Medico Social Services Sector
MVU	Mobile Vaccination Unit
NAEMSP	National Association of EMS Physicians
NAT	Nucleic Acid Testing
NCD	Non-communicable diseases
NFIs	Non-Food Items
NGO	Non-Governmental Organization
NS	National Society
NSAR	Neighborhood Search and Rescue
NSLA	National Societies Legal Advisers
NSSF	National Social Security Fund
OPA	One Program Approach
OR	Operation Room
P&DS	Planning and Development Section
PASSA	Participatory Approach for Safe Shelter Awareness
PFA	Psychological First Aid
PGI	Protection, Gender, and Inclusion
PHAST	Participatory Hygiene and Sanitation Transformation
PHC	Primary Healthcare Center
PII	Personally Identifiable Information

PMEAL	Planning, Monitoring, Evaluation, Accountability, and Learning
PNS	Partner National Society
PO	Prosthesis and Orthosis
PoA	Plan of Action
PPP	Pilot Programmatic Partnership
PRC	Physical Rehabilitation Center
PSEA	Protection from Sexual Exploitation and Abuse
PSEA/H	Protection from Sexual Exploitation and Abuse and Harassment
PSS	Psycho-Social Support
PSU	Partnership Support Unit
PT	Physical Therapy
PwDs	People with Disabilities
QRC	Qatar Red Crescent
R2RC	Roadmap to Community Resilience
RC	Red Cross
RCRC	Red Cross Red Crescent
RFL	Restoring Family Links
RFQ	Request for Quotation
RNs	registered nurses
RP	Response Preparedness
RTE	Real Time Evaluation
SAP	System Application and Products
SAR	Search and Rescue
SCP	Sustainable Consumption and Production
SCSC	Shelter and collective coordination
SG	Secretary General
SOAR	Security Orchestration, Automation and Response
SOP	Standard Operating Procedure
SPA	Strategic Programmatic Approach
SRH	Sexual and Reproductive Health
SSP	Soin Sur Place
SSU	Safety and Security Unit
STIs	Sexually Transmitted Infections
TDC	Training and Development Center
TL	Technical License
ToR	Terms of Reference
TOT	Training of Trainers
TS	Technical Superior Certificate
TSU	Technical Support Unit
UN	United Nations
UNDP	United Nations Development Programme

UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children Emergency Fund
UNIFIL	United Nations Interim Force In Lebanon
USAR	Urban Search and Rescue
USD	United States Dollar
VAT	Value-Added Tax
VCA	Vulnerability and Capacity Assessment
VHF	Very High Frequency
VLAN	Virtual Local Area Network
VM	Volunteer Management
VNRBD	Voluntary Non-Remunerated Blood Donors
VPN	Virtual Private Network
VSAT	Very Small Aperture Terminal
WAF	Web Application Firewall
WASH	Water, Sanitation, and Hygiene Program
WeC	Weapon Contamination
WHO	World Health Organization
YABC	Youth as Agents for Behavioral Change
YES	Youth Engagement Strategy

Foreword

As we look back on the tumultuous year of 2024, it is essential to honor the immense challenges that the Lebanese Red Cross (LRC) has bravely confronted. This narrative report stands not only as a chronicle of our activities and milestones but also as a heartfelt tribute to the remarkable perseverance displayed by our constituency amidst profound adversity.

Amid the multifaceted suffering that has dominated the social landscape in Lebanon for over five years and with the escalating toll this suffering has taken on people's health, economic capacity, and ability to live in dignity, the 2024 conflict introduced an additional, deeply negative dimension. The crises intensified, and our country experienced one of the most violent wars in its history, resulting in the destruction of entire villages and extensive losses in infrastructure, lives, and property.

The Lebanese Red Cross, with all its operational and support teams, played a critical humanitarian role in the emergency response, providing urgent and essential services to those affected by the war, whose number neared 1.5 million people.

The primary challenge during this emerging crisis was ensuring the continued flow of funding to meet humanitarian needs amidst a severe economic downturn and a scarcity of financial resources. At the same time, efforts were intensively focused on safeguarding personnel during a brutal conflict marked by grave violations of international humanitarian law, including direct attacks on humanitarian teams, medical facilities, and civilians.

Despite the financial constraints at the beginning of the year, the unwavering support of our partners within the International Red Cross and Red Crescent Movement enabled the LRC to effectively respond and carry out its humanitarian responsibilities. Our EMS teams demonstrated extraordinary dedication in delivering life-saving relief under the most dangerous and challenging conditions. They operated with precision and commitment across all affected areas, particularly in Lebanon's southern border regions, while continuing intensive training programs, standardizing curricula, enhancing tools, and working to secure critical equipment for the search and rescue teams who played a pivotal role during the recent conflict.

The Blood Transfusion Services sector played a vital role in securing blood units for the injured, notably during the Pagars incident. All centers were fully mobilized, the emergency response plan was activated, and LRC vehicles collected and distributed blood units. All hospital needs were met, with reserves maintained at LRC facilities. Throughout the year, the sector also continued improving its operations, monitoring quality, and organizing mobile blood donation campaigns to reinforce bloodstocks.

To meet the growing needs, our Medico Social Services teams were fully mobilized. Mobile clinics were dispatched to displacement centers, and the sector continued to develop by strengthening its human resources with skilled professionals.

Simultaneously, the Disaster Management sector continued distributing various forms of assistance through its programs, rehabilitating public schools and community centers, and enhancing the tools and systems needed to manage disasters effectively.

In line with our commitment to community engagement, awareness-raising activities aimed at Disaster Risk Reduction continued across all regions. LRC staff maintained a strong presence in regional disaster management centers, providing technical support during the crisis.

The Youth sector provided volunteer support to operational teams while continuing its regular programming to promote humanitarian values, environmental awareness, healthy behaviors among youth, and youth-led initiatives.

Throughout 2024, our support Sectors/Sections played a foundational role in sustaining operations. These Sectors/Sections demonstrated exceptional capability across Finance, Volunteer management, Planning and development, PR & communications, Logistics, HR, Legal Affairs, Fundraising, Branch Development, Faculty of Nursing schools and Vocational Schools, as well as through our Training and Development Center.

The integration, solidarity, and coordinated efforts across all Sectors, Sections with their dedicated staff, reflected a unified National Society, working in harmony and maximizing its impact. This strengthened the trust and respect of our partners and the public and demonstrated our firm commitment to the Fundamental Principles of the Red Cross and Red Crescent, particularly neutrality, impartiality, and independence.

Nonetheless, sustainable funding remains our most significant ongoing challenge, especially in light of the protracted and compounding crises we face. The effects of these crises will persist for years, and we are committed to pursuing long-term partnerships with our Movement partners, donors, philanthropists, and like-minded organizations that share our humanitarian values and vision.

It is worth noting that following my election to the Standing Commission of the Red Cross and Red Crescent in October 2024, I remain fully committed to supporting the Lebanese Red Cross and pursuing strong partnerships alongside the central administration team. Our goal is to ensure the National Society remains active in fulfilling its humanitarian mandate and continues building its capacity in alignment with our strategic plans.

In conclusion, I would like to extend my sincere gratitude and appreciation to President Dr. Antoine El Zoghbi, the esteemed members of the Executive Committee, our partners within the International Red Cross and Red Crescent Movement, and all LRC volunteers and Staff, for their unwavering dedication and sacrifices. Their contributions have preserved the integrity and reputation of our National Society, upheld our principles, and ensured the protection and motivation of our volunteers. Guided by the spirit of the Lebanese Red Cross, we will continue to serve as a leading force in humanitarian action and a constant source of hope during difficult times.

Together, we make a difference. Through collaboration, we achieve success.

George Kettaneh

Executive Summary

1. Preamble

The Lebanese Red Cross (LRC) 2024 Annual Report presents the comprehensive work of the LRC across the calendar year 2024, encompassing its operational Sectors, institutional Sections, and cross-cutting Programs. It includes sectoral and programmatic achievements, emergency response operations, strategic shifts, and financial oversight. The accompanying annex contains detailed indicator mappings, showcasing planned versus achieved targets and justifications for performance variations across departments.

Operational Sectors and Unit	Sections	Programs
<ul style="list-style-type: none"> • Emergency Medical Services Sector • Blood Transfusion Services Sector • Medico-Social Services Sector • Disaster Management Sector • Youth Sector • Disaster Risk Reduction Unit 	<ul style="list-style-type: none"> • Volunteer Section • Finance Section • Fundraising and Communications Section • Human Resources Section • Information and Communication Technology Section • Legal Affairs Section • Logistics Section • Planning and Development Section • Procurement Section • Public Relations and Communication Section • Training Section • Faculty of Nursing 	<ul style="list-style-type: none"> • Physical Rehabilitation Center - Aley • Branch Development • Response Preparedness • Volunteer Management and Peer Support • Vaccination Center • Non-Emergency Hotline • Training and Development Center • Restoring Family Links • Safer Access • Safety and Security Unit • Search and Rescue • Medical Direction • Health Care in Danger • Management of the Dead • Migration • Information Management • Weapon Contamination and Chemical, Biological, Radiological, Nuclear, and explosives • Mental Health and Psychosocial Support

2. Context in 2024

Lebanon in 2024 was gripped by worsening humanitarian, economic, and security conditions. A protracted economic collapse, hyperinflation, political stagnation, and the deterioration of basic

public services continued to undermine stability. These pressures were exacerbated by a mid-year escalation in armed conflict, leading to massive displacement, increased food insecurity, and a healthcare system on the brink of collapse. Nearly 80% of the population lived below the poverty line, and humanitarian needs outpaced available resources. The LRC operated within this complex environment, upholding neutrality and impartiality while delivering life-saving assistance and fostering resilience.

3. Main Challenges

- **Conflict and Insecurity:** The escalation of the conflict within the country triggered mass displacement and disrupted operations.
- **Economic Collapse:** Inflation and currency devaluation impeded procurement, and logistics.
- **Infrastructure Failures:** Water, electricity, and healthcare services were intermittently unavailable across the country.
- **Funding Gaps:** Delayed or reduced funding from traditional partners challenged implementation across multiple components.
- **Coordination Complexity:** Increased needs required multilayered coordination with authorities, humanitarian actors, and internal LRC components.

4. Summary of Sector's Intervention - 2024

- **Emergency Medical Services:** With 5,200+ volunteers, EMS responded to over 205,000 emergencies and handled 1.1 million dispatch calls. The conflict led to a twentyfold increase in response volume in Q4.
- **Blood Transfusion Services:** Supplied 57,586 units to over 30,000 patients, maintained 100% compliance with testing standards, and sustained emergency supplies throughout the conflict.
- **Medico-Social Services:** Delivered 634,000 services through 36 PHCs and 6 MMUs, supported 132,829 patients, and scaled mobile health operations during displacement crises.
- **Disaster Management Sector:** Reached 1.9 million people via EcoSec, Shelter, and WASH programs. Delivered critical NFI, food, water, and coordinated collective shelter upgrades.
- **PRC Aley:** Functioned as a multi-sector hub, delivering PR services to 370 people, mental health, and community services.
- **Youth Sector:** Engaged 2,700 volunteers across 35 centers, implemented 8,000+ PSS sessions, launched the IVR project, and trained 1,700+ youth in PFA and PSEA/H.
- **Disaster Risk Reduction:** Led risk mapping in 105 communities, activated 22 EORs, trained over 5,800 volunteers, and conducted awareness sessions for more than 79,000 community members.
- **Faculty of Nursing:** Achieved a 96% pass rate in national exams despite academic disruptions, expanded hybrid learning platforms, and strengthened its international partnerships.

5. Summary of Sections

- **Finance:** Enabled adaptive budget execution and donor compliance amid volatile exchange rates and sectoral reallocations.
- **Fundraising and Communications:** Secured multi-source funding despite global aid reductions; and worked on showcasing LRC's intervention through various media platforms.
- **Human Resources:** Oversaw recruitment, retention, and contract compliance; introduced remote onboarding and protection-compliant hiring systems.
- **ICT:** Advanced digital infrastructure, and maintained dispatch system integrity during emergencies.
- **Legal Section:** Updated LRC membership records, issued over 3,400 membership cards, reviewed contracts, and strengthened the legal base.
- **Logistics:** Made significant progress on strengthening inventory and warehouse management and initiation of an ERP System as well as worked towards centralizing operations, improving logistics systems and implementing internal changes to fleet management.
- **Planning and Development:** Facilitated cross-sector strategy alignment, CEA capacity building, developed the 2025-2029 LRC strategy, coordinated PoA development, and supported PMEAL efforts and capacities.
- **Procurement:** Adapted supply chain protocols amid market volatility; improved procurement compliance and supplier diversity.
- **PR and Communications:** Supported real-time messaging during the conflict and strengthened community engagement platforms.
- **Training:** Delivered over 1,000 capacity-building sessions, including First Aid, Shelter Management, and Safe Access workshops.

6. Summary of Programs and Projects

- **Branch Development:** Supported the branches through capacity building initiatives and financial consolidation.
- **Response Preparedness:** Strengthened sectoral SOPs, simulation exercises, and logistics readiness; supported in the coordination of the Gold Cell during conflict, conducted AARs and captures lessons learned.
- **Volunteer Management and Peer Support:** Increased the number of local volunteer managers to at least 2 in 94% of LRC centers/stations; launched peer-support programs during emergency response.
- **Vaccination Center:** Continued immunization and Covid vaccination efforts in coordination with MoPH.
- **Non-Emergency Hotline:** Facilitated more than 70,000 call and developed 9 SOPs to strengthen operational coherence across multiple sectors and ensure compliance with LRC standards.
- **Training and Development Center:** Served as a national hub for professional development, housing more than 130 trainings.
- **Restoring Family Links (RFL):** Provided support for more than 120 families affected by separation due to the conflict in Lebanon and cases linked to the Syria crisis.
- **Safety and Security Unit:** Conducted more than 30 security assessments across various locations in the country; provided contextualized HEAT trainings; Established 24/7 monitoring and coordination mechanisms during the escalation of the conflict.

- **Search and Rescue:** Conducted more than 20 missions throughout the year with the majority being related to the conflict, recovering a total of 41 victims. Nationwide training sessions were conducted to ensure readiness and enhance capacities.
- **Medical Direction:** Updated health and medical protocols to support the health operational sectors; Developed and monitored evacuation protocols for civilians in need or urgent medical care; Oversaw the operational effectiveness of dispatch center to strengthen prehospital emergency care during crisis.
- **Management of the Dead:** Conducted capacity building sessions to enhance capacities and institutional readiness for the management of the dead in emergency settings.
- **Information Management (IM):** Developed and updated 13 dashboards and IM tools to improve data quality, operational visibility and coordination.
- **CBRNe:** Delivered training on CBRNe to USAR volunteers.
- **MHPSS:** The MHPSS & PGI Program was reactivated in late 2024; Introductory meetings and coordination meetings were conducted to discuss the plans moving forward. During the conflict, LRC and MoSA jointly organized interventions in collective shelters to ensure effective psychosocial support.

7. Main Developments

In 2024, the Lebanese Red Cross initiated a strategic transformation that signaled a shift from reactive emergency response to proactive, integrated, and sustainable humanitarian action. A key milestone was the **launch of the development process for the 2025–2029 LRC Strategy**, setting the foundation for the organization's long-term vision in alignment with national and global humanitarian priorities. This strategic planning process engaged all sectors, sections, programs and various stakeholders and was informed by operational learnings, contextual realities, and feedback.

A central pillar of this vision was the **adoption of a "One Programme" approach**, which began taking shape in 2022. This model aims to bridge silos across multiple sectors that were operating under projects—EMS, BTS, MSS, and WaSH—by unified planning frameworks, activity based budgets, and reporting.

Simultaneously, LRC invested in **systems transformation**: piloting its Health Information System (HIS), expanding GIS-based dashboards for real-time data visualization, and reinforcing digital infrastructure across operational and support units. It also deepened efforts in **community-led resilience**, from CERT training to eVCA planning, while scaling environmental initiatives and mainstreaming Protection, Gender, and Inclusion principles and Community Engagement and Accountability across all levels of service delivery.

Furthermore, LRC strengthened its **global and national advocacy role**, contributing to IFRC's strategic frameworks (e.g., Youth Engagement Strategy 2.0), advancing localization agendas, and solidifying its position as an indispensable partner to national authorities and international actors.

Together, these developments reflect LRC's evolution from a crisis responder into a **strategically oriented, future-facing humanitarian institution** capable of navigating complex emergencies while laying the groundwork for durable recovery and resilience.