

MIDDLE EAST REGIONAL CONFERENCE ON LOCALISATION

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# LOCALISATION – EXPERIENCE OF THE LEBANESE RED CROSS SOCIETY



NABIH JABR, LEBANESE RED CROSS SOCIETY

29 JULY 2019



## EMS

Ambulance  
service &  
First-Aid

## Blood

Primary  
Health

Basic  
Assist.  
WASH

Social  
/Youth

**368,669**

**43,657**

**444,242**

**74,735**

**159,311**

More than **1,090,614** services provided in 2018

**465,000** services in 2013



# A Fragile Equilibrium

## Vulnerable Refugees

Relief, Health and  
EMS services

Highest ratio of  
refugees per capita  
in a country that  
already had  
systemic problems

Effective  
Response

## Vulnerable local communities

Providing regular and  
exceptional support  
to affected  
communities

**Development of  
organizational and  
operational  
capacities of LRC**



# A Fundamental Contraction



Partner/Donor

I want to partner with you to fund a large-scale response, but you need to have strong organizational capacities to qualify as a partner. We have a 200-question checklist for you to fill out and 22 documents to provide

**No, sorry! Our funding has to be exclusively for response!!!**

Great! Could you help us strengthen our organizational capacity so we can respond better to this and future crisis and needs?



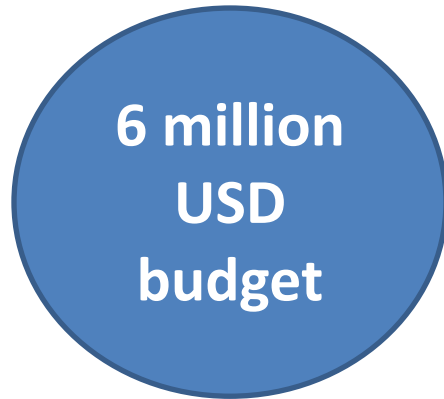
Local Org.

**Will it ever become systematically acceptable and desirable to invest in local organisations as an end in itself?**

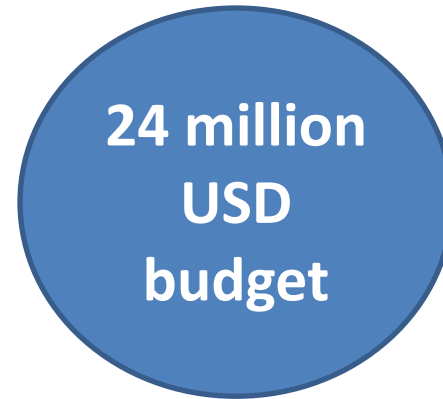


# The Problem

**From (2012)**



**To (2014)**



**Weak financial management  
capacities**

**Payments late**

**Financial reports late and  
inaccurate**

**Failed Audits**





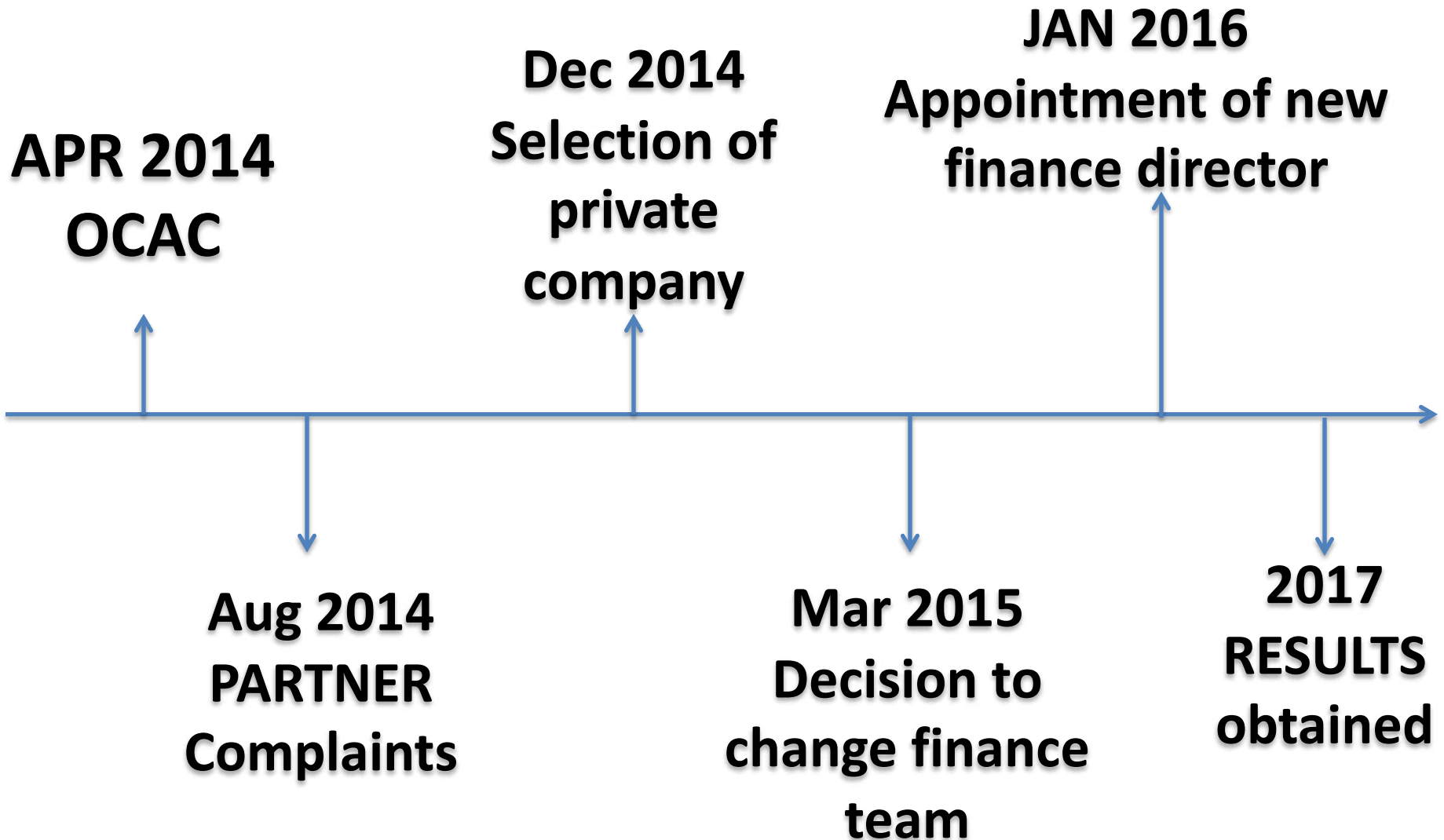
# Triggers for change

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# FD Change Process





# Results in 24 months

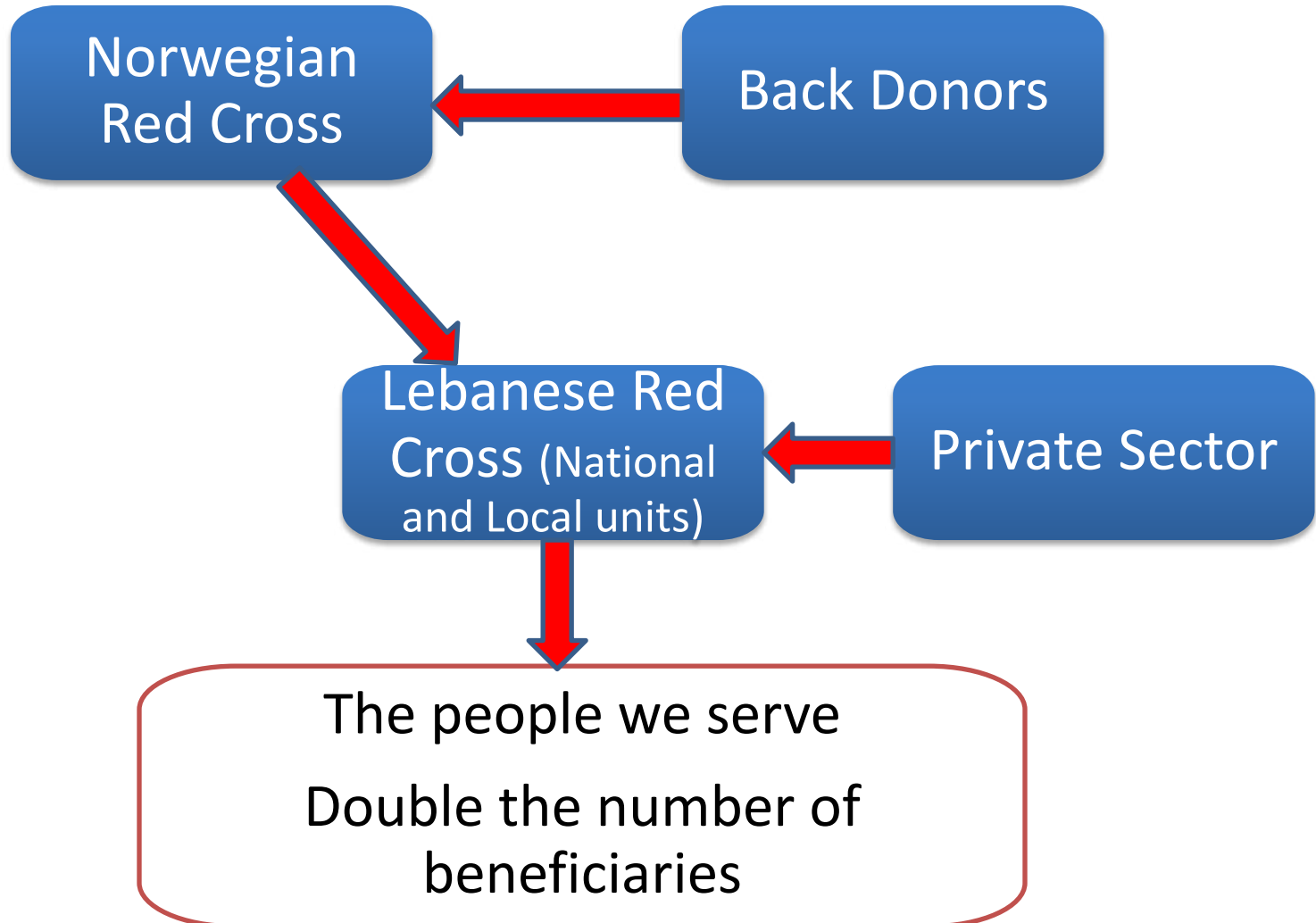
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- ✓  Payments done on time
- ✓  Financial reports issued on time
- ✓  Transition to LRC team completed / Staffing completed
- ✓  Legal issues identified and resolved
- ✓  Consolidation of branch accounting (ongoing)
- ✓  Enhanced visibility on financial position of LRC: Accountability





# Stakeholders





# Why it worked

## Røde Kors



Download from  
Dreamstime.com





# Lessons Learnt

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1

Major change in any organization is a risky and lengthy process: be willing to take the risk and stick to the process

2

Put the right people in the right place and get out of their way

3

Don't be shy – Hold local organisation to account

4

Be flexible: no plan survives contact with real life

5

If there is no ownership and strategic (long-term) vision, it won't work