

Dorcas Lebanon

Strategic Plan 2022-2025

Enabling people to
help each other



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Our Identity

We fight poverty, exclusion and crisis. We empower marginalised people and communities to flourish.

What we believe

We believe in the value and God-given potential of every single person. We are called to demonstrate love for those in need.

What we see

We see a world where poverty, exclusion and crisis marginalise people. We also see the potential of these people and their communities to flourish despite their difficult circumstances.

What we do

We empower people who are marginalised to develop their talents. And we enable disadvantaged communities to flourish. We equip individuals and communities to promote and ensure participation of all.

We create hope and long-term perspectives in volatile and complex situations. We meet people's basic needs in times of crisis and increase their ability to overcome poverty

and exclusion. We persist despite frequent setbacks and invest in durable relationships to realise sustainable change.

We are part of a global movement of individuals and organisations working for a just and fair world. We recognise and appreciate everybody who supports our work. And we actively partner with others to create synergy and amplify our impact.

Theory of Change in short

Dorcas works towards change on three levels. We create opportunities for people to develop themselves further, and if necessary, we provide for their basic needs. We invest in resilient, self-organising communities that work together to solve their problems. Lastly, we contribute to a just society in which everyone has the opportunity to participate.



Dorcas Lebanon strives to help the most vulnerable populations while focusing on social cohesion and peace building.

Dorcas Lebanon

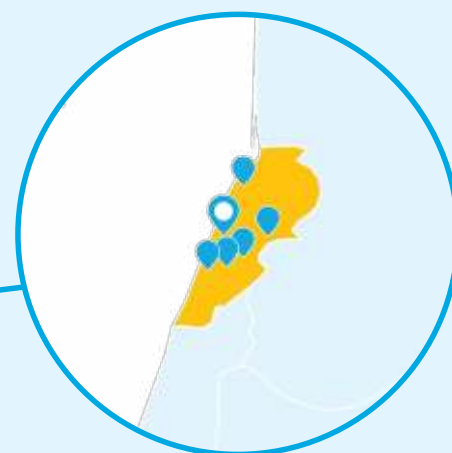
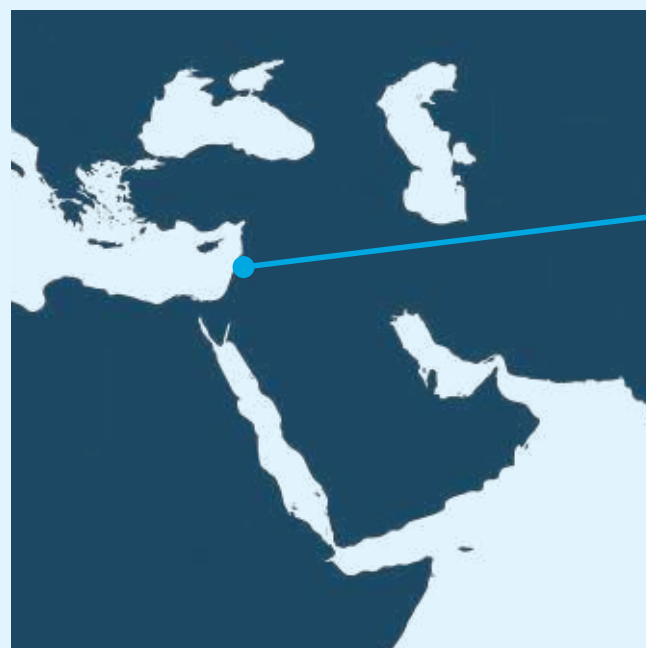
History

Dorcas first worked in Lebanon in the 1990s supporting reconstruction programmes after the civil war. In 2014, Dorcas resumed its activities in Lebanon on a permanent basis. Dorcas Lebanon succeeded in registering as a local NGO “Tabitha for Relief and Development” in April 2016 and registered as an international NGO in Lebanon in 2017. We are viewed as a co-implementer because we value the partnerships we have with different organisations. Cooperation and complementarity with other NGOs are important to us because that helps to avoid overlap and maximise impact.

All the work at community centres is realised under the name of Tabitha, which has resulted in a privileged relationship with the Ministry of Social Affairs and strengthened relations with various municipalities and stakeholders. This has increased the impact of the work for project participants and local communities.

Context

Lebanon is facing the impacts of economic and financial collapse, COVID-19, the Beirut Port explosions and the Syrian crisis. It remains at the forefront of one of the worst humanitarian crises of our time and continues to host the highest number of displaced persons per capita and per square kilometre in the world. In addition, political deadlock fuels popular protests and hampers meaningful reform and recovery efforts. The country is more fragile now than ever and its immediate ability to support all vulnerable people living in its territory has decreased. Therefore focusing on humanitarian and development work will help efforts to respond to the increasing needs in the country.



There are approximately 1.5 million Syrian refugees in Lebanon, of whom about 78 percent lack legal status. The onset of COVID-19 has exacerbated socioeconomic vulnerability and placed significant pressure on the national system. Inflation is wiping out the value of incomes and aid assistance, and rapidly rising unemployment adds to economic misery. Furthermore, the devastating Beirut Blast has decimated the capital and ruined livelihoods and critical infrastructure.

For NGOs, the operating environment will remain dynamic and volatile for the foreseeable future. The number and range of humanitarian and protection risks will also continue to increase due to the impact of the COVID-19 pandemic, political and economic situations on communities in Lebanon. A range of new crises at national and sub-national levels are likely to happen in the foreseeable future.

Against this backdrop, a strong, reliable and well-established humanitarian NGO is needed that supports people facing extreme vulnerability. Dorcas will play a key role in supporting vulnerable people in Lebanon through its expertise in protection and Mental Health and Psychosocial Support (MHPSS). It will also expand its efforts in the areas of livelihood programmes and the support of entrepreneurial activities.

Strategic Ambitions

For over forty years, Dorcas has reached out to people in need. We have learned how to contribute to the desired impact so that people and communities flourish. For the Strategic Period 2022-2025, we will focus on people who are marginalised, develop coherent and community-based programmes, achieve more scale by engaging and collaborating with thousands of individuals, partners, networks, and other agencies, and increase our agility. These main policy choices are worked out in six concrete ambitions for our Country Offices.



- We will increase our focus on **including people who are marginalised and socially excluded**.
- We will improve **the cohesion and integration of our community-based programmes**, monitor these more accurately and learn from those outcomes. We will also expand our influence on authorities and policymakers.
- We will **increase the scale and effectiveness of our work** through constructive partnerships that tackle today's complex challenges.
- We will **mobilise resources and engage communities** by increasing the number of foundations, groups and individuals who support our work.
- We will strengthen the position of our country offices, as well as the role of Dorcas as an organisation, so that they can serve as an **agile catalyst for change and a ConnActor** of various stakeholders.
- We will bolster and align our **regional strategies, cross-country learning and cooperation**.

How Dorcas Lebanon will work out these strategic ambitions is now described.



Include People who are Marginalised and Socially Excluded

Dorcas Lebanon works to meet the needs of vulnerable communities affected by multiple crises, such as low-income households, and we will expand our support to people with special needs and older people. We continue to focus on extremely vulnerable women (Syrian, Palestinians, Lebanese, migrant workers and refugees) who are served through the community centres with protection services and life skills. Our work with vulnerable children (Syrian, Palestinian and Lebanese) is realised through school feeding, child development and protection. Last but not least, we strengthen the position of young people through peacebuilding activities (becoming agents of change) and teaching them transferable life skills.



Realise Coherent and Community-Based Programmes

In our coherent programming, community centres play a leading role. We continue working in relief and early recovery while preparing projects related to development whenever possible. Moreover, we work on linking humanitarian assistance and recovery with social inclusion and protection.

Dorcas Lebanon uses the three Dorcas programme concepts and Nexus principles. Through the concept of Humanitarian Assistance and Recovery, we aim to save and restore extremely vulnerable persons' lives through cash and protection activities, legal services, and MHPSS. Under recovery, we focus on food security and elements of water, sanitation and health (WASH), such as menstrual hygiene kits. Employability and entrepreneurship are enhanced by providing people with the tools and skills they need to start their own business by using the programme concept of Inclusive Entrepreneurship. Finally, through our community centres and focus on the empowerment of people, we promote and support protection and safety nets.





Increase the Scale and Effectiveness of our Work

Dorcas Lebanon considers partnerships to be vital for promoting change as they enable us to learn from each other. Also, they can lead to a greater impact of our work since partners can mobilise more resources, influence different sectors of public opinion, increase outreach and work with new networks.

Dorcas Lebanon collaborates with a broad network of partners across civil society, UN agencies and government institutions to transform communities. We develop our partnerships to maximise our impact and expand to more areas. With our partners, we can build and strengthen our work while building solid relationships, trust and good communication. Furthermore, partnerships enable us to realise projects appropriate to the context, increase local ownership and involve more people living in poverty.



Mobilise Resources and Engage Communities

During the last strategic period, Dorcas Lebanon successfully mobilised its resources by partnering with different local entities at the intervention locations. Dorcas will continue to support its strategic local partners Tabitha, PWHO and MSD as local NGOs and reinforce its local fundraising strategy. This is because many donors are focusing on localisation, which means that local NGOs have a higher chance of acquiring funding.

Dorcas Lebanon continues to identify new programme funding opportunities and write the necessary proposals, and we will strengthen strategic partnerships and further invest in relations with emerging new donors. Localisation of aid will be our focus, as this could potentially enhance the effectiveness of the humanitarian response. We have an advantage in this respect as Dorcas has both local and international registration in Lebanon. We communicate our achievements and continue to use these to strengthen our public profile and increase the visibility of all activities in Lebanon. Where appropriate, we give credit to the donors concerned. From experience, we know that improved visibility increases the effectiveness of our resource mobilisation.



Become an Agile Catalyst and ConnActor

Dorcas Lebanon expects to continue with a highly motivated team of experts who support the work in the field and improve the visibility among different civil society actors. We seek support from the International Office in certain areas, such as partnerships and consortium identification, monitoring



Effect Regional Priorities, Cross-Country Learning and Cooperation

Dorcas is present in five countries in the region (Lebanon, Syria, Egypt, Iraq and Yemen). The cooperation between Lebanon and Syria has proven to be efficient. Now we are increasing the communication and cooperation with other Country Offices in the region to boost our chances of acquiring funding and maximise the impact of the programmes we implement.

The Country Offices share context and cultural similarities. For example, Arabic is our common language and that facilitates the exchange of ideas, knowledge and experiences. That has enabled the Country Offices to acquire significant expertise in protection, community-based approaches, MHPSS and relief. We are also improving our shared programmatic focus to ensure a greater impact. Dorcas staff are active members of sector and cluster meetings and form dynamic teams that are always ready to intervene. That makes us a highly agile and responsive partner in the region.

adherence to policy, proposal writing, and monitoring programme indicators. Furthermore, we are reviewing our operational structure to optimise our response and assess our competencies.

We are increasing staff capacity building in different sectors, including MHPSS, livelihoods, and entrepreneurship. Moreover, partnerships with organisations and donors in different sectors help us expand our current areas of expertise.

Dorcas Lebanon is actively involved in preventing sexual exploitation and abuse (PSEA) and is a member of the national PSEA working group that aims to set up a national sexual abuse reporting system. Dorcas is also a consultant for the eighty members of the Lebanese NGO forum.

Finally, Dorcas Lebanon is developing a contingency plan so that we can adapt to any situation to assist beneficiaries during an emergency response. Such planning involves all intervention sectors, which can help ensure timely and effective provision of humanitarian aid to those most in need when a disaster occurs.

Meet our Country Director



**Najla Chahda -
Country Director**

‘Breaking the taboo around psychosocial support is vitally important in Lebanon. I know this because I have lived through an armed attack on my own village. If you have seen your children being raped or your father or neighbour shot, you are walking around with trauma. Being reduced to a refugee and living in a tent without basic items is also a form of trauma. Dorcas is training local people to provide psychosocial support, which is a huge step forward. Mental health care also comes down to genuine compassion. If people with a past like this live in your area, invite them over for a cup of coffee or ask their children to play with your children. This is the societal change that I hope to see in my lifetime.’



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