LEBANON CRISIS RESPONSE

LEARNING NEEDS ASSESSMENT

January 2025
Nabiha Khoury

Contents

List of Figures

List of Tables

List of Acronyms

AAP	Accountability to Affected Population
CBO	Community Based Organisation
EHP	Essentials of Humanitarian Practice
ERP	Emergency Preparedness and Response
GBV	Gender-Based Violence
IDP	Internally Displaced Person
INGO	Internation Non-Governmental Organisation
IOM	International Organization for Migration
KIKA	Killed, Injured, Kidnapped or Arrested
LHDF	Lebanon Humanitarian and Development NGO Forum
LHIF	Lebanon Humanitarian INGO Forum
LNA	Learning Needs Assessment
LRP	Lebanon Response Plan
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MHPSS	Mental Health and Psychosocial Support
MIRA	Multi-sector Initial Rapid Assessment
MSCM	Minimum Standards for Camp Management
NA	Needs Assessment
NGO	Non-Governmental Organisation
PCM	Project Cycle Management
PMP	Project Management Professional
PRW	Proposal and Report Writing
PWD	Person with Disability
RDA	Rapid Damage Assessment
RNA	Rapid Needs Assessment
ToT	Training of Trainer

Executive Summary

Background

Lebanon has been profoundly affected by decades of conflict and foreign occupation, leading to a complex landscape of challenges, including sectarian dynamics, regional power shifts, and severe economic instability. Currently, Lebanon's humanitarian situation is critical, with a Flash Appeal for January to March 2025 seeking $371.4 million to provide urgent assistance to one million individuals affected by recent hostilities. Key humanitarian needs include food security, health services, shelter, protection, and psychosocial support.

As part of the H2H funded project "Salāmah: Security Adaption in Lebanon for Adequate Management & Advanced Humanitarianism", RedR is rolling out a detailed learning needs assessment, to identify capacity gaps and support required for individuals and organisations responding to the crisis in Lebanon to strengthen their ability to provide principled, inclusive and effective humanitarian assistance. The overarching questions that this LNA sought to assess are:

- What are the current capacity gaps and learning needs amongst humanitarian responders to the on-going response Lebanon?
- What are the capacity strengths amongst responders involved in the humanitarian response efforts?
- How can humanitarian partners best utilise these strengths?
- How can RedR UK respond to the needs of the response in ways that are most appropriate and relevant?
- What are the capacity needs for future programming of RedR and other partners?

Methodology and Limitations

The assessment employed a mixed-methods approach, combining secondary data reviews with primary data collection through an online survey and informal discussions with stakeholders. The survey, distributed via various NGO forums, garnered 65 responses, which, while informative, represents a limitation due to the low response rate. Additionally, the informal discussion were quite limited in reach and content.

Findings

The main findings of this learning needs assessment are:

1. **Demographics of Respondents**: The majority of respondents (86%) are based in Lebanon, with a significant representation of women (71%). Most respondents have substantial experience in the humanitarian sector, with 63% having over five years of experience.

2. **Training Topic Priorities**: Respondents identified several priority training topics essential for improving their response capabilities:

   - **Development of an Inclusive Emergency Response**

   - **Mental Health and Psychological Support Services**

   - **Collective Shelter Management**

   - **Safety and Security Management**

- **Proposal Writing**

- **Data Collection, Protection, and Analysis**

3. **Specific Needs**: There is a pressing need for training in mental health services due to the psychological impact of recent conflicts. Collective shelter management training is also critical, given the influx of displaced persons into temporary shelters. Additionally, safety management training is vital as aid workers face significant risks.

Recommendations

RedR should focus on developing targeted training programs based on the identified needs:

- Deliver trainings in Arabic and not exclusively in English.

- Develop a series of standard training modules into online formats, enabling them to be deployed across various contexts as needed. This approach would enhance accessibility and ensure that vital training is available when it is most needed.

- Deliver the myriad of trainings that were identified as a priority in this LNA which include training topics that RedR is already providing but with adjustments as well as new topics.

Conclusion

The findings from this LNA underscore the urgent need for capacity development among humanitarian responders in Lebanon. By addressing these learning needs through tailored training programs, RedR can significantly enhance the effectiveness of humanitarian assistance in a context marked by ongoing instability and crisis.

Introduction

Background

Lebanon, a country deeply affected by decades of conflict and foreign occupation, continues to face a complex array of challenges including mainly sectarian dynamics, regional power shifts, and economic instability. Below is a list of the main events that mark Lebanon's history and shape its current situation:

- 1975 – 1990: Lebanon Civil War that resulted in over 100,000 deaths, nearly 1 million displaced people, and extensive property damage. It also led to the Syria occupation.
- 1982 – 2000: Israeli occupation.
- 1990 – 2005: Syrian occupation.
- 2005: An era of a series of assassination.
- 2006: Lebanon war between Hezbollah and Israel which lasted 34 days and resulted in significant damage to Lebanon's infrastructure and economy.
- 2011: Arab Spring protests.
- 2011: Syrian war and an influx of over a million Syrian refugees and straining the country's resources.
- 2019: October Revolution where widespread protests erupted against government corruption, economic mismanagement, and sectarian politics.
- 2020: Deepened economic crisis exacerbated by the COVID-19 pandemic. The Lebanese pound devalued by 98%.
- 2020: Catastrophic explosion at the Beirut port which killed over 200 people and caused massive destruction.
- 2023: Israel's attack in Gaza which led to conflicts between Hezbollah and Israel. The conflict exacerbated in 2024, with massive bombing of the southern part of the country and Beirut Suburbs. A fragile ceasefire was established end of 2024.
- 2025: Instability and hope.

Given these continuous and devastating events, the country faces significant challenges in rebuilding and stabilizing its institutions, amidst ongoing conflicts and political instability. After the ceasefire was announced on November 27, 2024, a large number of displaced individuals returned to their original communities after sheltering in schools because of heavy residential bombardment (Anera, 2024). However, returnees are facing considerable difficulties, including ongoing insecurity, the presence of unexploded ordnance, disrupted public services, damaged or destroyed critical infrastructure such as hospitals, water facilities, and schools, and access limitations in over 70 localities across southern Lebanon (Anera, 2024). Lebanon is currently facing severe humanitarian needs exacerbated by ongoing conflict and economic collapse. The Flash Appeal for January to March 2025 seeks $371.4 million to provide urgent life-saving assistance to one million individuals, including Lebanese citizens, Syrian refugees, and Palestinian refugees, who have been directly affected by recent hostilities and displacement (Humanitarian Action, 2024). Humanitarian needs include Food security, Health services, Shelter, Protection and Psychosocial support.

RedR has been active in delivering trainings in Lebanon since 2021, with a wide range of humanitarian topics, including Proposal & Report Writing, Management & Leadership, Monitoring & Evaluation, Data Collection Essentials & Data Analysis, and RedR's extensive course on the Essentials of Humanitarian Practice.

Since December 2024, RedR has been engaging with expertise in the region to help fill local knowledge and skill gaps to respond and recover from the impacts of the conflict. In addition to the development of the Rapid Learning Needs Assessment (RLNA) report, key activities to March 2025 include a learning programme consisting of an extensive Security Management for Humanitarians (SMH) training, a concise Personal Security (Staying Effective) training, as well as the provision of mentoring and coaching to security managers and focal points to apply training learnings in their organisations. The multiplier effect of this intervention means that the humanitarian assistance to a very large number of affected people will be improved on modest investment into capacity development of local actors.

As part of the H2H funded project "Salāmah: Security Adaption in Lebanon for Adequate Management & Advanced Humanitarianism", RedR is rolling out a detailed learning needs assessment, to identify capacity gaps and support required for individuals and organisations responding to the crisis in Lebanon to strengthen their ability to provide principled, inclusive and effective humanitarian assistance. The overarching questions that this LNA sought to assess are:

- What are the current capacity gaps and learning needs amongst humanitarian responders to the on-going response Lebanon?
- What are the capacity strengths amongst responders involved in the humanitarian response efforts?
- How can humanitarian partners best utilise these strengths?
- How can RedR UK respond to the needs of the response in ways that are most appropriate and relevant?
- What are the capacity needs for future programming of RedR and other partners?

Methodology

To answer the evaluation questions, a mixed methods approach was used. A secondary data desk review provided contextual understanding of the response. Primary data was collected through an online survey and informal discussions and interviews with RedR trainers and international actors including H2H partners. The online survey was shared through NGO forums that RedR is in contact with in Lebanon such as the Lebanon Humanitarian INGO Forum (LHIF) and the Lebanon Humanitarian and Development NGO Forum (LHDF), in addition to RedR's mailing list and colleagues, social media accounts and Daleel Madani being a Civil Society Network for Lebanon.

The desk review considered secondary documentation including humanitarian situation reports and dashboards, such as the Operational Presence dataset by OCHA[1], and the incidents data by Insecurity Insight[2], as well as inter-sector coordination meeting minutes. RedR UK program records such as proposal and learning needs assessments for Türkiye and Syria earthquake response, Pakistan flooding response and Libya flooring response were used as references. The findings of the desk review informed the design of an online survey and key informant discussions.

The online survey was available in English and Arabic. There were only 65 responses to the survey despite various trials and extension of deadline which constitutes a limitation for this assessment. The low response rate could be due to people not being available and willing to respond at time of emergency or for being tired of filling out surveys. Survey questions can be found in Annex 1.

---

[1] OCHA – Lebanon: Operational Presence: https://data.humdata.org/dataset/lebanon-operational-presence
[2] Insecurity Insight - Lebanon (LBN): Attacks on Aid Operations, Health Care and IDP/Refugee Camps: https://data.humdata.org/dataset/aid-security-risk-in-lebanon

Survey Respondents' Profiles

From the respondents of the rapid learning needs assessment survey, 86% are based in Lebanon with 40% being based in Beirut and 46% based outside Beirut. As for the remainder, 6% are based in MENA while the 8% are based elsewhere. The respondents were at 71% female and 29% male. Despite this being opposite to the workforce distribution in Lebanon which is dominated at 70% by male employees (UN Women, 2024) it is consistent with local and international data showing the higher participation of women in NGOs and Civil societies. The predominance of women in NGOs can be attributed to the nature of work that aligns with traditional roles often assigned to women, such as caregiving and community support, looser barriers to employment in NGOs and attractive work nature and environment.
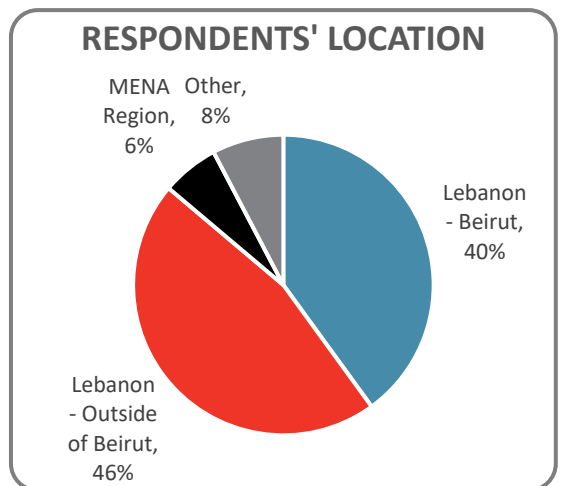

Figure 1 Respondents' location

Table 1 Gender of respondents and training participants

Gender	
Female	71%
Male	29%

Respondents are mainly from within the humanitarian sector with 78% working with NGOs out of which 73% belong to international organizations, 10% national and 18% local. An interesting 12% are from governmental institutions whether local (37%) or international (63%). The responses from government employees, even though not representative, give a new perspective and an interesting target. The remaining responses come from employees in academic institutions, UN agency, private sector, faith-based organisation or community-based organization which one 1 to 2 respondents from each. The full breakdown can be found in Figure 2.

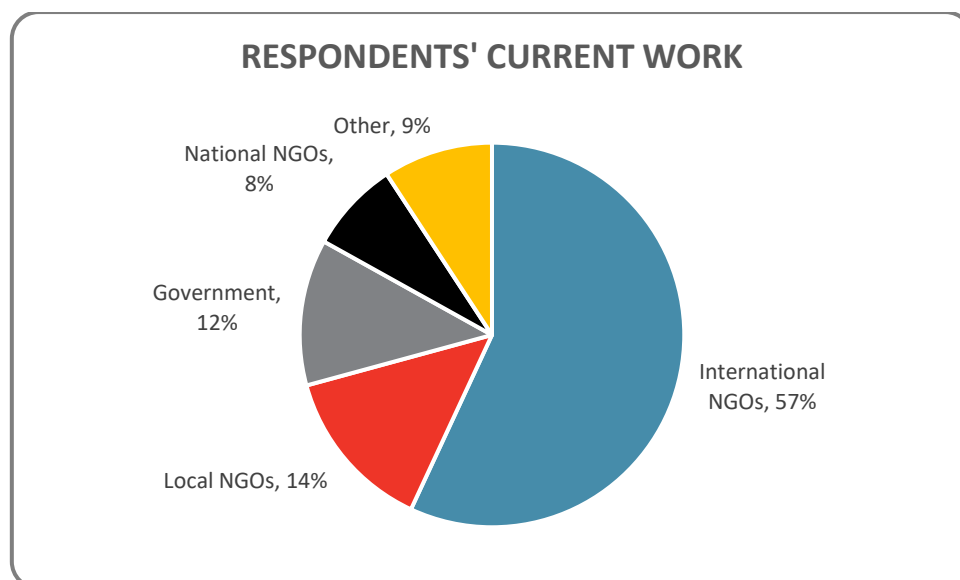*Figure 2 Sector of work of respondents*

The respondents have high experience in the humanitarian sector as can be seen in Figure 3. 63% of the respondents have more than 5 years of experience in the humanitarian sector and 25% have between 3 to 5 years of experience. This is significant as their responses and preferences will reflect years of experience and active involvement among the target population of RedR.
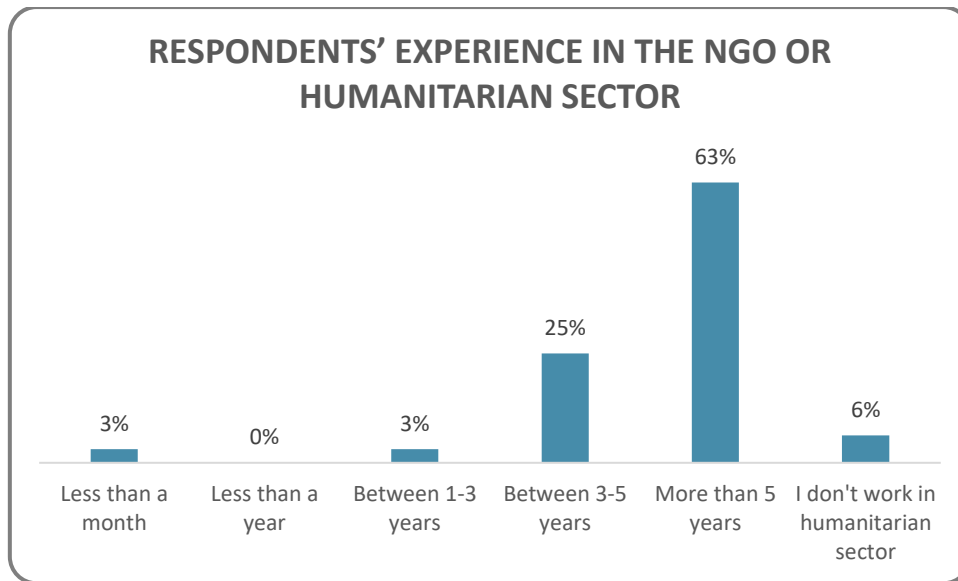
Figure 3 Respondents' experience in the NGO/Humanitarian sector

Interview Respondent Profiles

Informal online discussions took place with representatives from organizations operating in Lebanon which are IOM, HLA, GISF/International NGO Forum and MapAction. Additionally, informal discussions also took place with 3 RedR trainers that have been delivering trainings in Lebanon with RedR UK. These discussions were not formally documented but have enhanced RedR UK's understanding of the situation and the learning needs.

Limitations

The analysis in the report faces the following limitations:

- The survey responses were collected almost a year and more after the start of the conflict in the South and continued even after the ceasefire agreement which are major changes in context. Therefore, the data does not fully represent the needs and priorities during the conflict nor after.
- There were only 65 respondents to the survey which gives us a good idea of the needs but would not be considered representative.
- Almost no representation of UN Agency staff as there was only 1 respondent. UN agencies are an important target population for RedR and thus the absence of data that represents them create a gap in the needs.
- A low representation of government staff where a larger representation could have been interesting to explore further this target group.
- There were no informal discussions with representatives for INGO and NGOs active on the ground, local NGOs, CBOs or community activists. These are the entities that are on the ground working in response to the conflict whether in the South or in the different regions that IDPs moved to.
- The informal discussions were not comprehensive and thorough. And thus, the data gathered from them is quite limited.

Findings

Training topic Priorities

When respondents were asked about the priority topics that they would like to receive a training on to improve their response to the current crisis in Lebanon, the following were the ones that stood out the most:

Table 2: Training topic priorities – All respondents

Training topic	
Development of an inclusive emergency response	46%
Mental Health and Psychological Support Services	34%
Collective Shelter Management including assessment of humanitarian needs of IDPs	34%
Safety and Security Management	29%
Proposal Writing	26%
Data Collection, Data Protection, Data Analysis	26%
Leadership and Management	23%
Humanitarian Needs Assessments	22%
Assessment of damages to shelter, buildings, public infrastructures	20%
Project Cycle Management	18%
Communication, Community Engagement and Accountability to Affected Populations	18%
Humanitarian Principles and Standards	15%
Humanitarian Coordination	12%
Water, Sanitation, and Hygiene	9%
Procurement and transportation of essential goods	8%
Human Resources	2%

For government staff, the results are somehow consistent except for the 'Humanitarian Principles and Standards' training which seems to have more of a priority among the governmental employees over NGO employees as can be seen in. This makes sense as NGOs have been quite active in Lebanon for decades thus a significant numbers of employees are well familiarized which in the humanitarian principles and standards but this might not be the case for the governmental employees which have not been active in social and humanitarian interventions. Another potential interesting target for these trainings could be community activists.

Table 3: Training topic priorities – Government employees

Training topic	
Mental Health and Psychological Support Services	63%
Humanitarian Principles and Standards	38%
Collective Shelter Management including assessment of humanitarian needs of IDPs	38%
Data Collection, Data Protection, Data Analysis	25%
Development of an inclusive emergency response	25%
Project Cycle Management	13%
Leadership and Management	13%
Humanitarian Needs Assessments	13%

Below, we are exploring further the 10 training topics that were ranked at the highest priority:

1. Development of an inclusive emergency response

This is particularly relevant in the context of Lebanon given its very diverse population. In addition to Lebanese, Lebanon's population consists of various sub-groups such as the Armenian-Lebanese, refugees (including Syrian, Palestinians and Iraqis), and migrant workers from a multitude of nationalities. Additionally, the Lebanese society is categorized by religion where Lebanon officially recognizes 18 different religious groups, and they each play a specific role in the government and the society. Developing an inclusive emergency response in Lebanon is crucial to make sure those that the services reach the most vulnerable from the population as a whole and not certain groups. This will also help avoid social tensions. For example, assistance exclusive to Syrian refugees have caused social tensions with the host community. And the recent events have witnessed an exclusion of the migrant workers that were left homeless after the Israeli attacks.

2. Mental Health and Psychological Support Services

The recent and continuous events in Lebanon have significantly impacted the mental and psychological health of both Lebanese citizens and non-Lebanese residents out of which a significant number were/ still displaced. There is an increasing recognition of the need for mental health and psychological support services, especially as individuals have not yet recovered from the mental repercussions of the Beirut blast in 2020. This is also a concern among the staff themselves mainly after the recent uncertainties with the US government humanitarian funds. Psychological Support was also presented as an integral part of the LRP for 2025. Survey participants have emphasized the importance of prioritizing training in these areas, highlighting a critical opportunity for RedR to ensure high-quality implementation of these essential services. As mentioned by one of RedR's trainers, this could also be an opportunity to focus on Psychological First Aid.

3. Collective Shelter Management including assessment of humanitarian needs of IDPs

During the recent conflicts, numerous bombs targeted residential areas which led to a heavy number of displacement from the South, Bekaa and Beirut suburbs into safer areas whether in Mount Lebanon or the North. All categories of people had to be displaced whether children, women, pregnant women, elderly, PWD, etc. Municipalities across the countries open collective shelters to host the displaced mainly at local schools. This training topic was highlighted as priority by the survey respondents, RedR trainers and also by the IOM. According to an information discussion with a representative from IOM, a wide range of actors were managing these sites. This was also mentioned by our RedR trainers. However, the preparedness of these actors in terms of MSCM was questionable and training was necessary. Given the absence of permanent or frequent collective shelters in Lebanon, humanitarian workers indeed lack the experience in collective shelter management.

4. Safety and Security Management

This topic was highlighted as the fourth priority. This is indeed a very important and relevant topic. According to the 2024 aid worker KIKA incident data, there has been 25 incidents in 2024 with 92% taking place in the South and Nabatieh governorates. All of these incidents were caused by the Israeli Defence Forces mainly through aerial bombs. These incidents have killed 42 aid workers and injured

34 all of which worked in the Health sector. Safety and security remain problematic and challenging in the Lebanese context given the frequent unfortunate events. RedR has the opportunity to support aid workers in taking better protective measures to ensure their safety and the safety of the beneficiaries.

5. Proposal writing

Proposal writing continues to be a significant challenge for aid workers in Lebanon, despite their extensive experience. This difficulty may stem from the stressful nature of writing proposals and the limited opportunities available for aid workers to engage in proposal development and gain practical experience. RedR has conducted proposal and report writing training in Lebanon multiple times. Feedback from participants has highlighted a desire for more comprehensive coverage of writing skills and practical exercises during these sessions. This presents an opportunity for RedR to offer a writing skills training program that includes hands-on experience in the practical aspects of proposal and report writing.

6. Data Collection, Data Protection, Data Analysis

Acquiring monitoring and evaluation (M&E) skills remains a significant challenge. This may be attributed to their nature as soft skills that require extensive critical analysis. Similarly, the needs assessment (NA) training was ranked as the eighth priority topic. RedR has not conducted MEAL trainings in Lebanon for some time, presenting an opportunity for the organization to reintroduce these essential trainings.

7. Leadership and Management

Given that the majority of the respondents having more than 5 years of experience and almost all having more than 3 years of experience, leadership and management trainings could allow them be more equipped to seek managerial and higher managerial positions. Lebanese aid workers have been also very active in expatriate and international roles. Leadership and management trainings would could also equip more aid workers into taking such roles.

8. Humanitarian Needs Assessments

In addition to the regular needs assessment trainings that RedR provides, RedR could consider delivering a training on how to conduct a Rapid Needs Assessment in emergencies. This remains relevant as the history of Lebanon has unfortunately showed a continuous shift back from development to emergency. Another suggestion would be to provide a training on the MIRA framework. During the Beirut Blast response, NGOs in Lebanon organized themselves to implement the MIRA in order to avoid burdening those affected by the blast with multiple surveys. However, the assessment ended up being chaotic and took a lot of time to implement. The MIRA training would help NGOs familiarize themselves with the processes and with best practices.

9. Assessment of damages to shelter, buildings, public infrastructures

The recent conflict has caused significant damage to homes, buildings, and public infrastructure, with some structures completely destroyed and others requiring assessment to determine the extent of the damage. Response interventions are expected to include a substantial shelter component. RedR should act swiftly to provide engineering shelter training to support organizations before they initiate their shelter interventions, ensuring quality, effective, and efficient assistance to affected communities. The training could either be a thorough engineering assessment training, or could simply focus on Rapid Damage Assessment techniques.

10. Project Cycle Management

Ranked tenth, project cycle management (PCM) is not among the top training priorities identified by respondents. RedR has previously offered PCM training in Lebanon, which received positive attention. However, a more relevant approach could involve providing advanced PCM training that includes practical content, additional tools, and more opportunities for practice. Another option could be to offer PCM training that prepares participants for certification, such as the Project Management Professional (PMP), Certified International Project Manager (CIPM), PRINCE2 Certification, Project DPro certifications or others.

Other topics:

- **Staying Effective** could be an interesting training to provide given the challenges faced by aid workers. This training covers topics such as safety and security and wellbeing. It is one the trainings that RedR delivers in emergency contexts where there is a noticeable level of stress among respondents on the field which is the case in Lebanon. Staying effective could be one of those topics where people do not realise they need it or they realise they need it but do not prioritise their own safety and wellbeing with everything happening in the emergency. The LHIF representative with whom we conducted an information discussion, also recommended a Welfare course to help staff get over their traumas and the dire situation. RedR UK realises this and thus prioritises the delivery of such trainings in emergency.
- Given the focus on implementing through partners, a training on **Partnership** management which includes all the steps of identification, selection and agreement could be of interest to the participants. INGOs have been working with local organizations and implementing through them more and more frequently. With the safety situation exacerbating, for example the conflict in the South and displaced in the North, implementing through local partners would allow INGOs to safely reach the target population.
- Given the ongoing instability in Lebanon, characterized by a fluctuating environment between development and emergency, **Emergency Preparedness and Response (EPR)** training is essential. In addition to the major events that marked the Lebanese history (mention above), there are also seasonal and frequent challenges that also lead to a state of emergency such as flooding, particularly in refugee camps, and rising tensions between host communities and refugees. The operational dynamics between development and emergency response are markedly different; in emergencies, time is critical for saving lives. However, bureaucratic processes can hinder rapid and effective implementation of responses. Organizations often

adhere to established emergency protocols to navigate the sensitivities of such situations. For instance, procurement policies during emergencies differ significantly from those in development contexts.As highlighted by trainers from RedR and representatives from Map Action, many local organizations lack well-developed emergency protocols, which impedes their ability to respond swiftly during crises. Therefore, training focused on establishing these emergency protocols is crucial for organizations operating in Lebanon, especially given the cyclical nature of emergencies in the country. Additionally, Lebanon's role as a regional hub for training makes EPR particularly relevant for actors throughout the region, which also faces persistent instability.

- Under RedR's localisation agenda and the snowball effect of a **Training of Trainer** after a response, RedR prioritises the delivery of ToTs in an emergency. These trainings help build local capacities and enhance learning opportunities to ensure sustainability. Given the extensive experience that Lebanese aid workers have gained in the challenging context of Lebanon, they are well-equipped to develop training programs and share their knowledge with others. Similarly, RedR could consider providing trainings on coaching and mentorship to harness the knowledge and experience of Lebanese aid workers, encouraging them to share their expertise with others.

- **Conflict sensitivity** has always been a concern in Lebanon, manifesting among various sects, between host and refugee communities, and even among clans. Organizations have been actively working to implement social cohesion and conflict sensitivity interventions. Given the recent escalation of sectarian tensions after the conflict in the South, RedR should consider equipping organizations with the necessary tools and training for these interventions. This approach is crucial as Lebanon navigates its complex socio-political landscape, which continues to be affected by both internal and external conflicts.

Learning Preferences
Form of engagement

Respondents were asked to pick the two most appropriate training delivery method out of a list of 4 options. The most popular form of learning was facilitated online courses with 57% of the responses which are instructor-led online interactive short sessions during which learners can acquire and practice new skills and knowledge and receive immediate feedback from trainers and peers. The preference was closely followed by the self-paced online courses with 43% of the responses. These are short 30 to 60 min asynchronous online web-based modules. The other two options also received a decent amount of interest as can be seen in Figure 4.
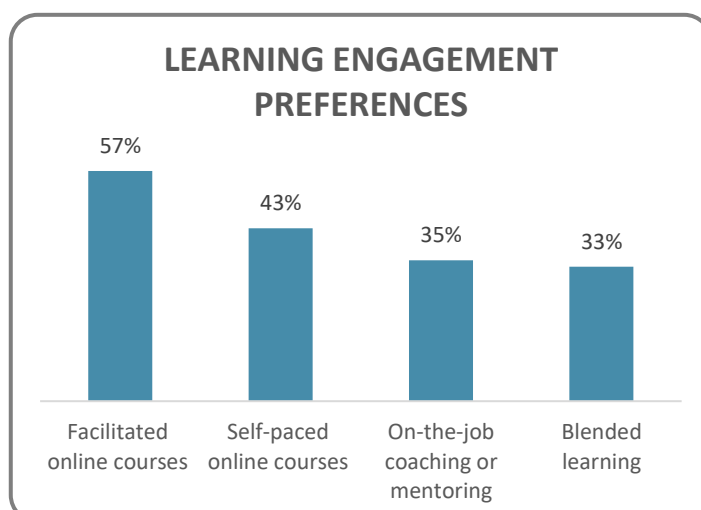

Figure 4: Learning engagement preferences

Time availability

TIME AVAILABLE TO LEARN PER DAY

57%

17%

21%

5%

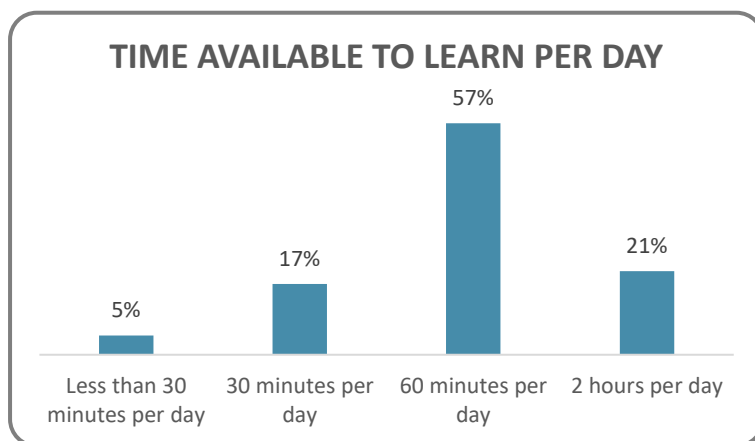Less than 30 minutes per day | 30 minutes per day | 60 minutes per day | 2 hours per day

Figure 5: Time available to learn per day

Time availability is quite balanced. The most common time available to dedicate to learning per day is mostly up to 1 hour per day (57% of respondents). Around 21% said that they are willing to dedicate 2 hours a day but 17% said that they would only dedicate 30 min and 5% would dedicate less (Figure 5). This is mainly because of the demanding nature of the humanitarian work where even if they dedicate time for training, they would still get work related obligations and interruptions. The preferences are consisted with RedR's online training sessions which are on average 2 hours long. Given that RedR was actively providing in-person trainings in Lebanon, if RedR is considering proving these trainings again, it would be important to explore whether participants prefer 3 days or 5 days trainings as these are the 2 durations of RedR's in-person trainings.

Language preference

The language preference of learners is equally divided between English and Arabic. This is interesting as the working language of NGOs in Lebanese is usually English. RedR had been providing trainings solely in English. This could be an opportunity for RedR to explore delivering trainings in Arabic as well.

Table 4 Preferred training language

PREFERRED LANGUAGE	
ENGLISH	50%
ARABIC	50%

Equipment

With the intention of delivering online trainings, participants were asked what equipment they would use to access the course and 87% were laptop/desktop and 44% were mobile phone. Additionally, tablets constituted 17% of the responses. The full breakdown can be found in Table 5. Online trainings were highlighted in the informal discussion with RedR trainers, and they all emphasized the appropriateness, convenience and reliability of delivering trainings online. The internet connection in Lebanon could be considered spotty in some instances but has been stable enough to attend trainings online. Mobile companies offer the most reliable internet and they have made it very accessible.

Table 5: Mode of participation in online trainings

EQUIPMENT	
LAPTOP/ DESKTOP	87%
MOBILE PHONE	44%
TABLETS	17%

Recommendations

Overall, despite aid workers in Lebanon having a long experience in the sector, it can be seen that there was and still is a high need for trainings in a myriad of topics. Below are recommendations for RedR UK to consider in its future implementations in Lebanon:

- RedR should consider targeting other actors in the humanitarian ecosystem than the NGOs INGOs. For example, consider working with CBOs, community activists or government personnel.
- Given that government personnel are becoming more involved in humanitarian response despite not having been that active in the past, RedR should consider delivering its unique EHP training which is very relevant to the needs.
- RedR should prioritize delivering the myriad of trainings that were identified as a priority in this LNA.
- Ranked at the highest priority, RedR should deliver training on Development of an inclusive emergency response. Additionally, RedR should incorporate modules on the importance of the delivering an inclusive emergency response and ways to ensure inclusiveness in all of its other training topics where relevant.
- RedR to consider introducing new topics such a training on MSCM given how relevant it would have been in the recent escalation of events. RedR could consider partnering with IOM on the development and preparedness for that training.
- In addition to its regular PRW training, RedR should consider developing a more in-depth and detailed training to cover not only the theory but the practice proposal development and the writing skills.
- RedR should consider resuming the delivery of its M&E trainings and combining it with an AAP component.
- RedR should consider delivering a variety of the NA training such as trainings on the RNA or the MIRA framework which are relevant in the Lebanese context.

- RedR should explore delivering a more attractive PCM training by either focusing on an advanced training or on a training that would prepare participants to acquire international certification in project management.
- Lebanese have years of experience in the humanitarian sector and have been leading among aid workers in Lebanon, the region or globally. To help them share their knowledge and experience, RedR should consider delivering its general ToT trainings. Additionally, RedR could consider delivering trainings on coaching and/ or mentorship.
- Training in Lebanon have been generally provided in English by RedR. Respondents have expressed interest in having trainings in Arabic. RedR could consider delivering trainings in Arabic.
- Lebanon has established itself as a training hub for the region, attracting participants from countries such as Syria, Iraq, Jordan, and Yemen to attend RedR trainings. In light of the ongoing instability in these nations as well, RedR should assess the specific needs of these countries and integrate them with the findings from the Lebanon Needs Assessment (LNA). This comprehensive approach will enable RedR to deliver targeted training programs that effectively address the challenges faced across the region.
- Participants have expressed a strong interest in self-paced online courses, a finding that aligns with insights from the Learning Needs Assessments in other contexts. RedR could consider developing a series of standard training modules into online formats, enabling them to be deployed across various contexts as needed. Emergency-related trainings, such as Staying Effective, Rapid Needs Assessment (RNA) and Safety and Security Management, would be particularly beneficial as online modules, facilitating quick deployment in response to emergencies. This approach would enhance accessibility and ensure that vital training is available when it is most needed.
- Aid workers, particularly health professionals, have unfortunately become targets in the recent conflict in Lebanon. RedR should continue to provide safety and security management training specifically aimed at health workers to help mitigate the risk of safety incidents. By equipping health workers with the necessary skills and knowledge, RedR can play a vital role in safeguarding those who are essential to providing care during these challenging times.
- Despite the recurring return to emergency contexts, many local organizations still lack effective protocols for emergency response. RedR should prioritize delivering Emergency Response Preparedness (ERP) training to better equip these organizations for implementation during crises. This training is essential to enhance their capacity to respond efficiently and effectively in emergency situations, ensuring they can meet the urgent needs of affected populations. This training could be of interest to organizations in the region as the region as a whole have been facing a recurring return to emergency contexts.

Annex 1 Survey questions

LNA Survey Questions.pdf