

Strategic Plan

Dorcas

Lebanon

Journey to sustainable development **2026-2030**

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This public version of the Dorcas Lebanon
Strategic Plan 2026-2030 is a concise version
of the internal document.

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From crisis to recovery



Dorcas Lebanon in 2030

By 2030, Dorcas Lebanon will be widely recognised as a leading local and regional actor in protection and mental health. We will have transitioned towards sustainable development programming while maintaining crisis response capacity. Our community-led approaches will strengthen resilience amongst Lebanese communities, refugees,

migrants and displaced populations. Through enhanced partnerships spanning government, UN agencies and local organisations, we will contribute to systemic change that addresses poverty, inequality and vulnerability. Our evidence-based interventions and regional collaborations will position us as thought leaders who drive innovation and lasting impact.

Foreword

Lebanon has endured profound challenges since the start of this decade: economic collapse, the COVID-19 pandemic, the devastating Beirut port explosion, and hostilities that claimed over 4,000 lives and displaced 1.2 million people. Entire communities in South Lebanon and beyond have been reduced to rubble, with critical infrastructure severely damaged. Even after the cessation of hostilities, violations continue, access restrictions persist, and over 115,000 individuals remain unable to return home.

The humanitarian crisis extends far beyond conflict. Poverty now affects almost half of the population. Hyperinflation has eroded purchasing power, while groups in vulnerable situations, including women, children, persons with disabilities, and the 1.5 million displaced Syrians and 400,000 Palestinian refugees, face compounded challenges. Migrant workers struggle with exploitation and loss of livelihoods. Mental health consequences from prolonged exposure to multiple crises affect entire communities.

Dorcas Lebanon, operating through its local entity Tabitha for Relief and Development, responds to these interconnected challenges with community-led approaches that span

humanitarian assistance, protection, livelihoods, and community development. Our established presence includes three community centres, one safe shelter, and strong partnerships with government entities, UN agencies, international and local NGOs, faith-based organisations and municipalities.

Between 2026 and 2030, we will expand our reach to new areas, including the South and Akkar, while strengthening our expertise in protection, mental health, and livelihoods. We will transition towards sustainable development programming, addressing underlying structural issues while maintaining our capacity for crisis response. Our commitment encompasses supporting shelter rehabilitation, promoting economic resilience, preventing gender-based violence, and enhancing climate adaptation through regional collaboration.

By investing in local capacity, diversifying partnerships, and maintaining high-quality implementation, Dorcas Lebanon will continue to serve communities in vulnerable situations, supporting their journey from crisis to recovery and sustainable development.

Najla Chahda
Country Director
Dorcas Lebanon



What unifies and guides us

Our identity

Dorcas is a growing, dynamic and responsive organisation. Much has changed over the years, but our calling to support, our shared values, and our inspiration from Jesus have remained constant. This strong identity defines who we are and guides how we work, shaping an organisational culture rooted in compassion, collaboration, and commitment. As we enter the new strategic period leading up to 2030, consistently living out this identity across all levels and facets of our work is essential to deepen our impact and foster coherence between our offices and shops, enabling us to work together effectively as a united movement.

Our vision

We believe that every person is equal before God and has been given unique potential by Him. Yet we live in a broken world where people suffer due to poverty, exclusion, climate change and other crises. Still, we see the extraordinary resilience of people. We envision a world in which people unlock their potential and restore their dignity so that people and communities can flourish!

Our mission

We are called to stand up for people in need. We take action in the face of poverty, exclusion and crisis. We come alongside marginalised people and communities and together create opportunities for them to flourish. This is how we follow Jesus' example.

Our values

We are determined, ...

We act with conviction and do not give up. Where there is need, we take action and get things done. We go the extra mile to make a lasting impact.

...we act together, ...

We are a movement that pursues sustainable change. We work alongside people in need and join hands with everyone who shares our mission. Only together can we make a real difference.

...out of love.

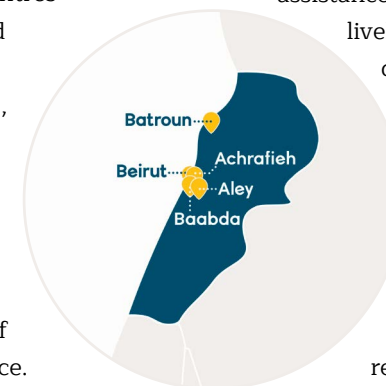
We are driven by compassion. We follow Jesus' example - out of love for our neighbour. We stand beside you - whoever you are.

Where we work

Dorcas Lebanon operates through Tabitha for Relief and Development from a main office in Baabda. Our three community centres in Aley, Batroun and Achrafieh offer information services, awareness sessions, skills training, life skills sessions and social activities. A safe shelter supports survivors of gender-based violence.

We realise programmes in Beirut, Mount Lebanon, the South, and the North that focus on humanitarian assistance, social protection, livelihoods, and community development.

Partnerships with local organisations enable us to work in areas where we are not directly present, such as camps hosting Palestinian refugees.



Challenges on the road to recovery

Economic challenges and poverty

Poverty affects almost half of Lebanon's population. The banking sector has collapsed, and Lebanon is in a state of financial insolvency. Hyperinflation has significantly eroded purchasing

power, making services increasingly unaffordable. GDP continues to contract due to conflict-related disruptions, declining exports and falling investments, creating widespread vulnerabilities.

Climate change

Climate change intensifies Lebanon's vulnerabilities through increased droughts, wildfires and extreme weather events. Rising temperatures strain water resources and agricultural productivity. Coastal areas face heightened flooding risks from sea-level rise. Environmental degradation compounds existing economic and social crises, disproportionately affecting communities in vulnerable situations.

Social barriers and people in vulnerable situations

Female-headed households face higher poverty and unemployment. Women in vulnerable situations, persons with disabilities, older persons and children struggle to access healthcare, education and social support. Communities struggle with mental health issues caused by their exposure to prolonged crises. Gender-based violence survivors and migrant workers face significant risks and exploitation.

Donor and funding landscape

Despite the multi-layered crises that Lebanon faces, donor interest and funding levels remain limited. This makes it hard to realise organisational ambitions and operational sustainability at the desired scale. Nevertheless, smaller-scale funding opportunities have been successfully secured to maintain vital work in supporting communities in vulnerable situations across Lebanon.

Technology

Lebanon pursues digital transformation through initiatives like the Lebanon Emergency Assistance Project (LEAP) and the ICT Knowledge & Innovation Community with the aim of becoming a regional technology hub. Artificial intelligence is being integrated across the education, health, and justice sectors. Despite infrastructure obstacles, the government and private sector invest in digital innovation, talent development, and strategic partnerships.

Conflict and displacement

Hostilities in the period 2024 to 2025 resulted in over 4,000 deaths, 16,000 injuries, and the displacement of 1.2 million individuals. Entire towns were reduced to rubble, and infrastructure, including water plants, electricity grids, roads, and hospitals, was severely damaged. Post-ceasefire violations continue with 115,000 people unable to return home.

Refugee and migrant populations

Lebanon hosts approximately 1.5 million displaced Syrians and 400,000 Palestinian refugees who live in vulnerable conditions. An estimated 250,000 registered migrant workers, plus 100,000 unregistered ones, face exploitation and trafficking risks. Over 25,000 migrants displaced by hostilities struggle to cover basic needs after losing their livelihoods.

Taking the lead

Strategic ambition

Between 2026 and 2030, Dorcas Lebanon will focus on **growth**, quality and sustainability while adapting to evolving needs and funding opportunities. We aim to expand our

reach, enhance the **quality** of our interventions, and strengthen our **positioning** as a key humanitarian and development actor in Lebanon and the Middle East.



Grow

We will **expand activities to new locations**, including the South and Akkar, targeting areas with high vulnerabilities and unmet needs. Our ambition is to **expand the number of project participants significantly** beyond current levels. We aim to **increase our income by over a third**, diversify our funding sources across at least six donor categories, and obtain the majority of our funding from external sources. Staff capacity and volunteer engagement will increase to develop new areas of expertise and support broader programme delivery.

Quality

Quality improvements will centre on enhanced MEAL capacity for systematic data collection and impact measurement. We will conduct multiple impact studies throughout the period to generate **compelling evidence of programme effectiveness**. Continuous staff development through targeted training, cross-country learning exchanges, and consortium engagement will strengthen our technical expertise, ensuring **high-quality implementation and innovation**.

Position

Dorcas Lebanon will become a **leading local and regional actor in protection, mental health and livelihoods**. Our active participation in coordination platforms and working groups will strengthen our national influence. Regional expansion through cross-border collaborations, particularly in climate resilience and migration, will position us as key players in multi-country interventions. We will **substantially increase our brand recognition** through an enhanced digital presence and strategic partnerships.

Strategic focus

1

Evidence and impact to have a compelling, evidence-based story

We will gain a better understanding of our impact by continuing to develop evidence-based programmes and building strong track records. We will use monitoring, evaluation, accountability and learning (MEAL) at all stages of our programmes. By 2030, we aim to complete multiple impact studies and use these to produce actionable recommendations.

2

Expertise and innovation to be relevant and strongly present

We will improve programme quality and impact by investing in the development of specialised technical expertise across programmatic themes. We will recruit experts in climate change, protection and livelihoods, alongside a fundraising and liaison officer. By 2030, we aim to develop regional proposals

Dorcas Lebanon can only achieve these ambitions if it excels in five interlinked key areas that form our strategic focus.

on climate change and expand technical support to Syria. We will strengthen our capacity in child protection, gender-based violence and climate adaptation through cross-country collaboration.

3

Fund diversification to increase our donor base

We will increase the use of impact stories and evidence-based track records to become more attractive to funding agencies. A dedicated liaison and fundraising officer will lead strategic donor engagement. By 2030, we aim to secure funding from six donor categories, diversifying beyond institutional sources to include private-sector and corporate social responsibility initiatives.

4

Positioning to be well-known and attractive to supporters and networks

We will strengthen partnerships and diversify funding by positioning Dorcas Lebanon as a leading partner in humanitarian and development cooperation. Active network participation will enable advocacy and policy engagement. Targeted branding through digital presence and stakeholder outreach will enhance visibility. By 2030, we aim for a 60 per cent increase in brand recognition through more followers and website engagement.

5

Local power to increase local capacity

Dorcas Lebanon will strengthen local capacity by operating primarily through Tabitha, our local entity, with three-quarters of projects implemented directly. We will invest in continuous staff training, cross-country learning and the development of technical expertise. By 2030, we aim for minimal dependency on the international office, strong staff retention, enhanced quality management, and improved quality scan ratings.



04 | Our approach

Four programmatic themes



Crisis Response



Livelihoods and Food Security



Protection



Community Development

How we do things

As a faith-based organisation, Dorcas Lebanon follows eight principles that enable us to help people and communities flourish:

- We focus on people who are most **marginalised** and believe in their potential.
- We facilitate the **flourishing and well-being** of individuals and communities.
- We implement community-based and **locally led** projects.
- We cooperate with local **community-based** organisations and strengthen their capacities.
- We realise sustained change through **long-term** commitments.
- We connect people and organisations around shared values for **partnerships** with impact.
- We seek to be **impartial** in who we hire, support, or partner with.
- We uphold a high level of **integrity** in all aspects of our work.

These principles guide all our programmes. Dorcas Lebanon will focus on four key programmatic themes as we work toward 2030.

Our four themes

Dorcas Lebanon will apply four programmatic themes to sharpen expertise, strengthen our track record, and define clear organisational positioning. By 2030, we aim to harmonise and standardise these programmes through a lens of inclusion and vulnerability, with community-based programming as our core approach.





Crisis Response

We respond to acute and protracted crises through anticipatory action, lifesaving assistance and comprehensive recovery support.

When violence displaced Layla and her children from South Lebanon to a crowded Beirut shelter, uncertainty consumed them. Dorcas provided ready-to-eat sandwiches and hot meals with rice, meat, and vegetables, offering her family essential nutrition, comfort, and dignity during their displacement.



Livelihoods and Food Security

We support people in finding sustainable livelihoods, increasing resilience and contributing to community well-being, with particular attention to food security.

Rima, a mother with motor disability in North Lebanon, struggled to find work amid the crisis. The Dorcas tote bag workshop transformed her life: she learned to sew, received a machine, and now works from home for neighbours and relatives, supporting her family despite her disability.



Protection

We protect people vulnerable to poverty, exclusion, crisis and violence through integrated measures, targeted prevention and advocacy for systemic change.

Parvin fled to Lebanon in 2019 but lost legal status after escaping mistreatment. Pregnant from assault, jobless, and evicted, she found refuge at the Dorcas safe shelter. She received legal support for her undocumented child's registration, therapy, penalty coverage, and travel assistance home to Bangladesh.



Community Development

We partner with communities in vulnerable situations through collaborative, asset-based and conflict-sensitive approaches that enhance their capacity, resilience and quality of life.

At the Lebanese School for the Deaf and Blind, recent crises overwhelmed teachers like Hanan. Through self-help plus training, they learned practical anxiety management techniques. Guided group sessions and relaxation exercises built resilience and empowerment, enabling teachers to support both students and themselves.





Looking after people and the environment

Our people

By 2030, Dorcas Lebanon will strengthen its team through sustained investment in staff development and leadership capacity, ensuring reduced dependency on the international office. We will retain a highly skilled and experienced workforce, building

on the strong foundation of loyal staff already in place. Our people will benefit from targeted training in donor compliance, climate financing and peacebuilding, alongside opportunities to attend specialised sessions led by international NGOs and experts. Cross-country learning exchanges with

Dorcas offices in Iraq, Egypt and Syria will enhance regional expertise, while active participation in joint proposal development and coordination with partners will strengthen innovation and programme design. Through these efforts, we will ensure our team remains capable, motivated and well-equipped to deliver high-quality results.

Our capacity

We will strengthen our capacity by recruiting key positions, including a liaison and fundraising officer, to lead strategic donor engagement and identify funding opportunities. A climate change expert will enhance capacity in securing climate-related funding and lead regional initiatives with Iraq, Egypt and Syria. If sufficient funds are available, we will also hire a mental health specialist to strengthen our protection programming.

Enhanced in-country proposal writing capacity will be developed, particularly for local opportunities. However, we will continue to request support from the international office for large-scale applications, such as EU funding. Staff numbers will grow to support broader programme delivery. Volunteers will increase substantially to enhance community engagement and programme reach.

By 2030, our dependency on the international office will be minimal, with strong local capacity in programme

management and implementation, quality management and finance control.

Our environment

Dorcas Lebanon will strengthen its commitment to environmental sustainability by mainstreaming climate change considerations across all interventions. We will promote waste management initiatives that enhance sanitation, hygiene and sustainable community practices in response to Lebanon's environmental challenges. Our capacity in climate change adaptation will grow through the recruitment of a climate change expert and partnerships with regional actors to pursue joint climate financing opportunities. Regional collaboration will focus on building climate resilience and developing multi-year projects that contribute to sustainable resource use and reduced environmental impact.





Driving change

Between 2026 and 2030, Dorcas Lebanon will enhance its financial sustainability by diversifying funding sources and fostering growth through strategic partnerships. We will prioritise securing grants from institutional donors and multilateral agencies, while engaging in consortium partnerships and exploring private-sector funding opportunities.

Our funding strategy focuses on sectoral alignment and on directly accessing crisis response and humanitarian aid funding for short-term activities in protection and gender-based violence. We will engage directly with agencies for food security, livelihoods, school feeding programmes, migration, and protection-related programming, focusing on community stabilisation and returnee reintegration. Gender-based violence and protection funding will support services, reproductive health and case management.

Development and livelihoods funding will support projects in agriculture, vocational training

and economic resilience. Given the complexity of certain funding mechanisms, we will primarily access these through consortia or as a co-applicant rather than as the lead applicant. We will explore peacebuilding and triple nexus opportunities from regional or bilateral donors for integrated development projects. We will pursue funding for climate change adaptation by partnering with regional actors, including joint applications to leverage climate financing opportunities.

Building partnerships will be central to generating income and driving change. Consortium and partnership-based access will enable our engagement as a co-applicant, local partner or subcontractor with international organisations that have proven track records in leading complex applications. Strategic partnerships with government entities, UN agencies, local organisations, faith-based actors and community leaders will expand our implementation reach and credibility, while ensuring that interventions align with national priorities.

We take action in the face of poverty, exclusion and crises. We come alongside marginalised people and communities and jointly create opportunities for them to flourish. This is how we follow Jesus' example.