

Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

Palestine Red Crescent Society (Appeal 01.68/2001)

Click on programme title or figures to go to the text or budget

	<i>In CHF</i>
1. Disaster Preparedness	97,403
2. Health and Care	1,541,474
3. Institutional and Resource Development	891,953
4. Coordination & Management	238,582
Total	2,769,413

Introduction

National Context

The Autonomous and Occupied Territories (A/OT) in the West Bank and Gaza have their political and legal origins in the Middle East conflict which dates back to the creation of the state of Israel in 1948 and the ensuing Israeli-Arab wars. The signing of a declaration of principles between the Israeli government and the Palestine Liberation Organization (PLO) in Oslo in 1993 outlined a framework for a peace-for-land deal which was intended to culminate in a final status agreement. However, neither the Oslo Accords of 1993, nor the more recent 1998 Wye Plantation agreement have so far produced significant results.

Some 2.3 million Palestinians live in the A/OT, of whom 65 % reside in the West Bank. The population density there is 267 people per square kilometre, compared to 2,596 persons per square kilometres in Gaza. According to the United Nations Relief Works Agency (UNRWA), the UN agency tasked with assisting Palestinian refugees in the region since the 1948 war, refugees account for one quarter of the population in the West Bank, and for two thirds in Gaza. Approximately 50% are under the age of 15.

Economics in the A/OT are largely determined by the area's external dependency on Israel and economic conditions have in fact deteriorated during the last years – in stark contrast to the optimistic signs at the time of the Oslo agreements. The number of Palestinians employed in Israel fell from 116,000 in 1963 to 28,000 in 1996 and a further decline is expected. According to the World Bank, 40 % of the population in Gaza and 10 % of the population in the West Bank – a total of 500,000 people – is considered to live in poverty, with an annual per capita income below USD 650. Housing remains one of the neglected areas, especially

for the people in Gaza. Only some 35 % of households in Gaza are connected to sewage networks. The lack of proper waste collection and treatment facilities are other major environmental concerns.

The founding of the Palestine Red Crescent Society (PRCS) in 1968 came in response to meeting the health and welfare needs of the Palestinian people, whether in the Occupied Territories or the Diaspora.. The Palestine National Council (in exile) therewith mandated PRCS as the responsible body for social welfare and health concerns among the Palestinian people. A new stage in the history of PRCS occurred following the Oslo Peace Accords and the beginning of the Palestinian State. PRCS, along with other Palestinian experts in the field, laid the foundations for the *National Health Plan for the State of Palestine*. PRCS has achieved a great deal, setting up a vast network of more than 70 hospitals, 300 clinics and dozens of health and social welfare centres serving the Palestinian people wherever they may be, and running a fleet of 54 ambulances in the AT/OT.

The recent crisis, which started with the clashes generated in Palestine AT/OT after former Prime Minister Ariel Sharon visited the holy sites in Jerusalem on 29 September, is worsening. The number of Palestinian victims of the unrest is increasing, with 226 deaths and 9,020 injuries in the West Bank and Gaza as of November 2000. Many people are starting to face the economic impact of being without a job due to blockades. The closure of towns and villages has now been effective for many weeks, and more severe consequences such as food shortages can be expected in the coming months.

With its network of hospitals, clinics, ambulances and human resources, PRCS has been responding to the needs of the victims, and is providing care to the wounded, transporting the severely injured to hospital and providing treatment at the various field clinics. PRCS is facing problems with providing services and delivering medicine to the clinics, due to roadblocks and closures. Members of PRCS EMS teams have risked their lives in order to save others: 56 emergency medical technicians have been injured and one has been killed while trying to save a child, whilst 38 ambulances have been damaged in attacks as of November 2000.

ICRC, the lead agency, has issued updates and has constantly appealed for respect of international humanitarian law (IHL), as well issuing joint press releases with the Federation.

The Federation continues its work in Palestine, through its two delegates based there, backed by the Amman regional delegation. Federation health programme continue to run in Palestine, and work is focused on victims of the crisis. Delegates have been facilitating distribution of medicine to PRCS preventive health care (PHC) centres in isolated villages where beneficiaries also face difficulties in accessing care.

National Society Priorities

The National Society's priorities are traditionally related to health. Access to health care, training of medical staff and psychological support are current areas of particular concern. Furthermore, PRCS wishes to ensure that the Palestinian people will benefit from their services wherever they are (diaspora and AT/OT).

Priority Programmes for Federation Assistance

Institutional and Resource development

Supporting the institutional and resource development (ID/RD) of the PRCS will remain one of the Federation's priorities. This aims to reduce PRCS dependency on external donors, mainly by generating financial resources, as well as to set up a long-term comprehensive programme for development of the headquarters and branches. The programmes to be implemented will include the development of human resources, development of youth and volunteers, as well as improving reporting on programmes.

Disaster Preparedness

Disaster preparedness programmes, which remain a major priority due to the unstable situation, include the set-up of a disaster preparedness framework for AT/OT and the production of a national disaster profile.

Health and Care in the Community

The health situation is preoccupying due to the consequences of political uncertainty and economic crisis. Access to treatment is difficult and deaths and injuries resulting from conflict are on the increase. The

Federation will continue to support the PRCS health activities, mainly by implementing projects which aim at improving community health awareness by expanding local participation and cooperation with the community health committees, as well as through programmes related to women's and children's health.

1. Institutional and Resource Development

Background and progress to date

Co-operation between the Palestine Red Crescent Society (PRCS) and the Federation commenced in 1993. The headquarters, established in Jericho in September 1994, was moved in 1996 to Al-Bireh, an area under the Palestinian Authority's administration. Currently, the Society comprises 22 branches scattered in the West Bank and the Gaza Strip, and a further three chapters are located in Lebanon, Syria and in Egypt. PRCS and the Federation have agreed on creating a long-term plan for institutional and branch development covering all aspects from governance to programme development and community participation. A systematic approach to link youth and volunteer activities to the general capacity building of PRCS will also be developed with Federation support.

The 8th national congress of the PRCS took place in Gaza in January 2000. Based on the experience of past years, a conclusion of the congress was the need to strengthen the Statutes with special emphasis on governance and management, as well as branch structure and programming. A further conclusion of the national congress was the need to develop unified policies and strategies to be adhered to by the different components of the Society.

The Society prioritises human resource development and capacity building. All PRCS programmes such as primary health care, disaster preparedness, rehabilitation services for the disabled and the emergency medical service, include a component of institutional development. As an auxiliary to the government, the PRCS pays attention to serving the most vulnerable in Palestine, where the Palestinian Administration (PA) is not in a position to provide necessary support and cover the needs in the country. One of the main focus of PRCS work for many years is the running of special projects for the disabled.

Goal The overall goal is to assist PRCS in its efforts to develop a well-functioning National Society, first and foremost for the benefit of the most vulnerable people in the AT/OT. This involves support to the PRCS dual approach of developing the quality of programme services in parallel with continued development of the organisational structure and functions.

Objectives and Activities Planned

Objective 1: To reduce dependency on financial support from external donors and generate financial resources.

The activities to achieve this objective are:

- The development of business and marketing plans for existing ventures based on feasibility studies (catering operations / conference facilities / workshops / retail space / internet cafes / art and craft production / publications).
- Introduction of cost cutting in various PRCS operations.
- Training of front line and operational personnel in management, business and marketing skills.
- Setting up of a formal business and income generation department in 2001.

Objective 2: To set up a long-term comprehensive programme for development of headquarters and branches.

The activities to achieve this objective are:

- Conduct training workshops in resource development for headquarters and branches based on Federation policies.
- Set up a network of new branches and increase the awareness of its governance.
- Arrange regular meetings between the management of the branches and the headquarters, focusing on Strategy 2010 and governance and management responsibilities.
- Introduction of a logical framework approach and other methods of assessment and evaluation.

- Follow similar working methodologies and benefit from the experience gained from the process related to the Vulnerability and Capacity Assessment (VCA) carried out by the Society in 2000.

Objective 3 To follow up and further implement recommendations from the 8th national congress held in 2000.

The activity to achieve this objective is:

- Adoption of a set of institutional measures putting into practice the decisions of the congress in order to strengthen the national headquarters' structure and to continue developing national programmes.

Objective 4 To strengthen the capacity to plan and to improve the reporting of the Society on its programmes and activities.

The activities to achieve this objective are:

- Develop and present better financial reporting relating to both the activities of the Society and Federation supported programmes.
- Present an Annual Report for 2000, covering the structure, policies and long term plan of the PRCS, its different activities and programmes, as well as a financial report covering the year 2000.
- Strengthen the budgeting process at headquarters as well as branch level and prepare a consolidated budget for the Society.
- Further develop the accounting system at branch as well as headquarters level.
- Upgrade the MIS network and computer systems to meet new challenges and changes.

Objective 5 To develop the human resources of the Society.

The activities to achieve this objective are:

- Create a database on PRCS's human resources at all levels to serve as a baseline for planning, monitoring and professional development.
- Prepare human resource policies and regulations for the National Society.
- Develop a human resources policy for training as a comprehensive support function within the Society.

Objective 6 To improve awareness of the role of the PRCS both internally and among the communities, relating to of core activities, capacities and objectives.

The activities to achieve this objective are:

- Review external and internal communications at all levels.
- Conduct a dissemination campaign focusing on the National Society in the framework of Strategy 2010.
- Further develop the web page of the Society and utilise the new opportunities this presents.
- Utilise the computerised information system for developing improved internal communication between the headquarters and the branches and between programme staff.
- Continue and further develop the support to the Newsletter.
- Continue support to publications fostering the image of the National Society and creating public awareness.

Objective 7 To develop the youth and volunteer programmes.

The activities to achieve this objective are:

- Consolidation of the youth and volunteers department and design relevant programmes.
- Strengthening of the national volunteers' network through improved recruitment, further training, better overall management and closer involvement with PRCS departments and branches.
- Selection of promising employees and volunteers as potential future leaders of the Society and providing leadership training over a period of 12 months.
- Conduct 10 summer camps for youth.
- Promotion of international networking as a result of the first international youth forum in Palestine as well as the first Arab and International Youth Camp in the year 2000.

Expected Results

- The overall capacity of the PRCS will have been strengthened to sustain and expand the wide range of highly essential humanitarian services to the Palestinian community.
- Less expensive programmes with more community involvement and use of local resources.
- Better understanding of the policy of sustainability and long term planning for the future benefit of the PRCS.

- Clarified responsibilities of the PRCS management as the executive of the Society and the governing bodies.
- Improved co-ordination and a unified approach from headquarters, the branches and programme units.
- Unified policy and common strategy for the further development and strengthening of the PRCS.
- The Annual Report for 2000 will be presented to all donors and stakeholders by June 2001.
- Consolidated accounts for 2000 and a consolidated budget for 2002 will be presented.
- Development of human resources will improve motivation.
- There will be improved awareness and knowledge of the Movement at all levels of the National Society.
- Clear understanding within Palestine and the Palestinian people about the PRCS as a national humanitarian organisation and an auxiliary to the government.
- Improved marketing capacity attracting new members and new supporters.
- More interest from international long-term donors captured through the web page.
- The youth department will be stronger and better organised.
- A larger network of volunteers is available for the Society whenever needed.

Indicators

- Reduced budgets and expenditure for programmes and projects.
- Clearer lines between governance and management.
- More regular meetings between headquarters and the branches and an overall strategy for the PRCS.
- Establishment of a working group in early 2001 to begin the preparation of the annual report for the year 2000.
- Gradual changing of the image of the PRCS within the Palestinian society.
- Increasingly active youth and volunteer groups under all branches of the PRCS.

Critical Assumptions

- There are overwhelming needs amongst the Palestinian people and there are therefore expectations that the PRCS, as auxiliary to the government, will be a main provider of humanitarian services. The pressure on the PRCS could be a complicating factor, as programmes and services must correspond realistically to capacity.
- Adequate funding may not be available, particularly since foreign assistance and grants to Palestine in general continue to decline.
- The PRCS does not have financial capacity to compete on the labour market. This might lead to a draining of human resources.
- The political climate and the security situation may not be favourable to the implementation of the programme.

Monitoring and Evaluation Arrangements

- Continuous monitoring by the Federation representative office and the PRCS headquarters in Al-Bireh of the implementation of programmes and activities related to the PRCS plans for 2001 - 2002.
- Yearly external audit exercises commissioned by the Federation Secretariat.
- Frequent audit exercises carried out by the comptroller of the donor society or representative of the donor to the ID/RD programme.
- Periodic evaluation of the programmes and activities carried out by the Federation and/or by the donor Society.

2. Disaster Preparedness

Background and progress to date

The Palestinian people live in a context where development is, to an extent, determined by the progress of the peace process. Violence and civil unrest have been recurrent hazards during decades of conflict, but other risk and vulnerability factors have also increasingly begun to come into focus. Many environmental threats, lack of safe water and sanitation and technological hazards are among the concerns, as are the spread of epidemics, especially in the poorest and most crowded parts of the Gaza Strip, where population density is among the highest in the world. In addition, there is now a momentum for examining the probability of natural disasters spurred by recent earthquakes in the region.

In addition to its network of primary health care centres and its community programmes for people with disabilities, the Palestine Red Crescent Society (PRCS) carries the main responsibility for providing emergency medical services (EMS) throughout the West Bank and Gaza. EMS are mandated by the President of the Palestinian Authority and are recognised as one of the core programmes of the Society. PRCS has also a lead role in training and certifying emergency medical staff. Given this background, it is logical that the Society takes the initiative towards the set-up of a broad disaster preparedness scheme in Palestine A/OT.

Goal The overall goal is to facilitate the development of a national disaster preparedness plan for Palestine, involving all actors, all groups of people, all parts of the country as well as all interests in the Palestinian society in the West Bank and Gaza Strip. The PRCS disaster preparedness programme should also clarify the role of the various stakeholders, such as the Palestinian Authorities, international and national NGOs, UN agencies as well as humanitarian organisations present in the country. An important aim, through the disaster preparedness plan, is to indicate PRCS priorities, as auxiliary to the government.

Objectives and Activities Planned

Over the year 2000, the PRCS has been carrying out a vulnerability and capacity (VCA) assessment. People from different groups of the Palestinian society, the Palestinian Authorities and most national and international NGOs have been interviewed and/or involved in this assessment. The PRCS has, through the VCA, been doing pioneering work in the area of disaster preparedness which has provided the Society with important data to be used in the next phase of the project.

Objective 1 To take the initiative to begin to set-up a disaster preparedness framework for the entire geographical area of Palestine A/OT, involving all relevant players and in line with the Sphere recommendations.

The activity to achieve this objective is:

- Organize a national conference on disaster preparedness involving all key players, Ministries, local and international NGOs and any other organisation interested in contributing to a national plan.

Objective 2 Produce a national disaster profile based on an analysis of threats, vulnerabilities and capacities.

The activities to achieve this objective are:

- Based on the findings of the vulnerability and capacity assessment, draw up a national disaster profile with the aim of building capacity for appropriate response.

Objective 3 Define the roles and responsibilities of PRCS in the overall framework in line with the Federation Strategy 2010.

The activity to achieve this objective is:

- Define PRCS policy on the Society's role and responsibilities with regard to disaster preparedness taking into consideration recommendations from the VCA and resolutions from the national conference.

Objective 4 Commence the build-up of resources at PRCS, enabling the Society to carry out its part of the DP framework in Palestine A/OT.

The activities to achieve this objective are:

- Develop a core project document on the Society's disaster preparedness programme with a 2-3 year timeline.
- Commence the first phase of implementation of the disaster preparedness plan involving management, organisation and resources.
- **Implementation Arrangements**
- **Steering Committee:** PRCS Director-General, 2 PRCS Executive Committee members, Ministry of Health and Ministry of Planning representatives, Federation representative, Federation health delegate, ICRC cooperation delegate.
- **DP Assessment Team:** Team leader, socio-economist / researcher, community health nurse / social worker, PRCS emergency medical service officer.
- **Consultant / Supervisor:** Federation disaster preparedness department represented by the DPP delegate from Federation regional delegation in Amman.
- The PRCS management and EMS Department are responsible for all subsequent programme planning with input from the Federation's representative office in Palestine.
- Carry out extensive training of volunteers, health staff in clinics and key people in the Society in disaster response.
- Build up an emergency medical stock.
- Prepare a strategy as to how to raise sufficient funds to build up emergency stocks around the country.

Expected Results

- Increased awareness of the importance of a disaster preparedness plan and active involvement in the development of the disaster preparedness programme.
- A process is established towards the development of a national framework for disaster preparedness.
- There is an agreed policy of the PRCS on disaster preparedness.
- Development of a comprehensive PRCS disaster preparedness plan for the entire country.
- There is an awareness of the importance of including all relevant PRCS departments and programmes in the disaster preparedness plan.
- There is a clear understanding inside as well as outside the Society of the role and responsibilities of the PRCS in the area of disaster response.
- There are better trained staff at all levels of the Society, prepared for responding to disaster.
- There are improved stocks for disaster response at headquarters and in the branches, together with medical relief items.
- A long term funding strategy for financing the Society's disaster preparedness programme is in place.

Indicators

- There is agreement between the various partners to co-operate in the context of the national disaster preparedness plan.
- Stocks and resources are built up throughout the country, in accordance with the plan.
- The PRCS has sufficient funding to adhere to its commitment to fulfil its role in the national disaster preparedness plan.
- Community-based groups are functioning and reporting regularly to the Steering Committee.
- Courses in disaster management and logistics are being conducted within the PRCS and by local trainers in the communities.

Critical Assumptions

The commitment of all parties is secured.

- Financial and human resource capacity is adequate.
- Access to the entire territory is possible.
- The political climate and security situation in the region pose no problems.

Monitoring and Evaluation Arrangements

A joint Federation / PRCS evaluation will take place following the first year of implementation. The Federation's disaster preparedness department will follow up through monitoring visits from the Secretariat or from a disaster preparedness delegate in the field.

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3. Health and Care in the Community

The Health and Care in the Community Programme is composed of two projects: the community outreach health care project and the community based special education project.

Community Outreach Health Care Project Background and progress to date

The health situation in Palestine is subject to trends which affect both the developing world and the developed world. The former include a high fertility rate, diarrhoeal and traditional contagious diseases. The latter include heart disease and hypertension, further exacerbated by a multitude of hardships pertaining to the unresolved politics and conflicts of the region and the considerable lack of freedom of mobility.

Pockets of poverty are found both in urban and rural areas on the West Bank, but in general, these conditions are worse in the Gaza Strip, one of the world's most densely populated regions. Another area of concern is the tradition of early marriages and intermarriages and its impact on health and social welfare. In fact, there is an array of family-related issues which need to be addressed by the National Society in the context of increased community based cooperation.

Goal The long-term goal is for the Palestine Red Crescent Society (PRCS) to develop nation-wide delivery of health services to the most vulnerable of the Palestinian population with particular emphasis on women and children in the West Bank and the Gaza Strip. This is to be achieved through expansion of the primary health care programme to a sustainable integrated health care programme. This includes both community outreach activities and health education and community based first aid as well as curative services.

Objectives and Activities Planned

Objective 1 To expand co-operation with the community health committees (CHC) and set priorities and develop a plan of action for each community.

The activities to achieve this objective are:

- The community health committees (CHC), in co-operation with the local PRCS branch structure and the community health teams (CHT), will conduct joint appraisals and prepare community profiles.
- The activities of the PHC centres will be reviewed by the CHTs and the CHCs in view of the results relating to the profile and the priorities.

Objective 2 To expand local participation / beneficiary involvement in PRCS programmes and projects.

The activities to achieve this objective are:

- CHTs will assist CHCs in the preparation of micro projects according to community needs.
- Health education material will be revised and distributed locally.
- Health workshops and other community gatherings will be organised by the CHCs assisted by the CHTs.

Objective 3 To strengthen the capacity of the Community Health Committees and continue establishing community health teams (CHT) in all PRCS's health centres.

The activities to achieve this objective are:

- Establish five new community health committees (CHC).
- Reorganise six of the existing CHCs to create more effectiveness.
- Provide training to CHCs in accordance with identified needs.

Objective 4 To improve the PRCS health monitoring system.

The activity to achieve this objective is:

- Recruit a further 15 social workers in order to create a CHT in each of the Society's PHC centres.

Objective 5 To strengthen the capacity of the PRCS primary health care department.

The activity to achieve this objective is:

- Provide all the health centres with electronic access to the headquarters' central health information database.

Objective 6 To improve the well being of women and children in Palestinian communities through the development of a replicable model for improved delivery of women's and children's health, including reproductive health and family planning.

The activities to achieve this objective are:

- To recruit new staff members.
- To provide training according to prevailing needs.

Objective 7: To improve the capacity of PRCS and communities to respond to priority health needs.

The activities to achieve this objective are:

- To conduct qualitative and quantitative surveys in all the eight target communities.
- To facilitate a survey of health facilities.

Objective 8: To improve the quality of PRCS women and children health clinic and outreach services, with increased emphasis on preventative health programmes.

The activities to achieve this objective are:

- Recruitment of midwives or training of nurses in midwifery in all the eight targeted PHC centres.
- To conduct refresher training, including a gender element.
- To set up a functional health information system.
- To renovate facilities.

Objective 9 To work towards greater community awareness of, and participation in, the issues required to improve their health.

The activities to achieve this objective are:

- To provide health education in priority issues.
- To develop new information, education, communication materials.
- To develop micro projects

Objective 10 To improve community based nursing care offered to people at risk.

The activities to achieve this objective are:

- Establish computerised management information systems (MIS).
- Carry out an evaluation by an external consultant.
- To work towards the establishment of a community based nursing care programme in 20 PHC centres in West Bank and Gaza Strip, serving the entire population of the villages and surroundings.
- To establish efficient routines in relation to co-operation with the local hospitals for all 20 PHC centres.
- To facilitate professional follow-up and training of teams in the 20 PHC centres.

Expected Results

- Participatory and proactive community practices achieved in all 20 communities.
- Improved community health awareness.
- Ownership of the programme gradually established in the branches.
- Improved prioritisation and implementation of community health services, including women and children health and community based nursing care in at least 20 communities. Implementation of other relevant community based activities (micro projects) following joint decisions by CHC/PRCS in a major part of the communities concerned.

Indicators

- CHTs and CHCs are in place in all 20 target communities.
- The eight CHCs confirm that PRCS is working in true partnership with communities on health issues relating to women and children.

- One qualified midwife (or specially trained nurse in midwifery) will be placed in each of the eight target primary health care centres.
- Gender sensitive survey tools are utilised as well as methodology defined by gender profiles.
- One micro-project developed and implemented in each target community.
- Increased number of cases of home nursing care in 20 target communities.
- Improved referral systems (from hospitals to PHC Centres) are in place and in use.
- Demonstrable improvements in competencies achieved by 80 health staff working with women and children in the eight targeted clinics.
- 10 % increase in number of health education sessions.
- 10 % increase in number of home visits by health workers.
- 10 % increase in usage of community health teams (CHTs) and women and children health teams.

Critical Assumptions

- Full support both from the Society's governance and its top management is engaged, not only at headquarters' level, but also throughout the branches.
- The political climate and security conditions do not deteriorate to the extent where programme implementation is affected.
- Sufficient numbers of midwives are available in order to implement the women and child care component of the programme.
- Complementary donor support is available as only parts of the programme have committed funding for 2001.

Monitoring and Evaluation Arrangements

- The PRCS will carry out an intermediate evaluation upon the completion of the first year of the programme.
- A financial audit will be carried out in the second year of the programme.
- The community programme co-ordinator and the Federation representation office will draw up terms of reference for evaluations.
- A chartered accountant will be recruited to carry out the financial audit

Community Based Special Education Project

Background and progress to date

Surveys carried out by the World Health Organisation indicate that 7-9% of the total Palestinian population has a disability and that about half of those affected will need of continuous rehabilitation. After decades of conflict and occupation, there is widespread traumatism as result a of violence, detention, torture or abuse. Congenital malformation and hereditary diseases are also frequent, as a result of ubiquitous consanguineous marriages. Both are root causes of mental disorders.

Recent data from the Ministry of Social Affairs and the Palestinian Central Bureau of Statistics show that mental disabilities account for some 20% of disabilities. It is also important to note that as many as 44 % of this group are under the age of 10. In spite of the many organisations working with the disabled, there is still a considerable shortage of professional follow-up as regards both mentally and physically disabled people. New statistics clearly indicate two main reasons for this: the geographical distribution of services and a lack of interest, or awareness, on part of the families of the disabled.

Three decades of occupation and conflict have made it difficult for the Palestinian Administration (PA) to establish a comprehensive approach to disability. The Palestinian Administration is currently not in a position to provide the necessary support and to cover the many needs of this vulnerable group of society. For several years, the PRCS has been running programmes for the disabled based on the belief that, as far as possible, families should have the capacity to support their disabled relatives in the integration process and development of abilities. To make sustainable achievements, these goals require a step by step implementation, providing training and securing knowledge and motivation on all levels:

PRCS currently runs 8 rehabilitation centres in the West Bank and Gaza. Components of the community based special education (CBSE) project have been under implementation for some time, although the project currently falls short of the objectives envisaged by the PRCS.

PRCS has a wealth of experience in the provision of health and social care to the Palestinian people in the A/OT and in the diaspora in Lebanon and Syria. One of the rehabilitation centres run by the Society organises workshops for the disabled, carries out vocational training and serves as a college for education of rehabilitation and social work. The PRCS also runs programmes and schools for children with hearing loss.

Several international and national NGOs are providing services for disabled people. Interagency meetings are taking place, but increased co-operation is required in order to improve substantially the situation for people with special needs. The PRCS has therefore suggested that a national conference involving all interested parties and including and responsible ministries should take place.

The PRCS has developed, and is running, a community based special education project which aims at empowering the families of the disabled, working with them together with the communities and the disabled themselves through the PRCS rehabilitation centres in Nablus, Jericho, Ramallah, Toubas, Hebron and Gaza. The implementation of the project started in mid 2000.

Goal The overall goal is to develop the abilities of disabled children in the West Bank and Gaza in order to support their integration into the Palestinian community.

Objectives and Activities Planned

Objective 1 To enhance community involvement in the integration of people with special needs. The activities to achieve this objective are:

- Continue working on development of a curriculum with references to the Portage model, focusing on parents' participation in early diagnosis and training of their children and on the school and home enrichment project for severely handicapped children.
- Invite community health committees (independent bodies in every community) and municipality representatives to discuss the role of the municipality/community with regard to the CBSE.
- Establish co-operation with other organisations / NGOs running programmes for the disabled.

Objective 2 To develop further develop a practical training programme applicable for both training centres and families, to be established in six areas: Nablus, Jericho, Hebron, Jenin, Ramallah and Gaza.

The activities to achieve this objective are:

- Further develop the plan of action for the implementation of the CBSE.
- Recruit two co-ordinators in Gaza and the West Bank.
- Train 8 rehabilitation workers selected to take charge of the CBSE project from the six centres.
- Contract specialised trainers for the period of training.

Objective 3 To enhance rehabilitation workers' and families' skills in working with disabled children.

The activities to achieve this objective are:

- Purchase two vehicles for the mobility of co-ordinators and staff in the West Bank and to the Gaza Strip.
- Train rehabilitation workers together with selected families with disabled children.
- Train families separately.

Objective 4 To change attitudes as regards the role of disabled people in society.

The activity to achieve this objective is:

- Launch awareness campaign on (CBSE) and integration of disabled.

Objective 5 To develop an objective evaluation tool.

The activity to achieve this objective is:

- Establish an evaluation team and a pre-planned agenda for monitoring, evaluation and reporting

Expected Results

- Establishment of a sustainable project in six major population areas for the development of abilities of disabled children and their integration in the society and the setting up of a team of professionals in each rehabilitation centre.
- Enhanced respect for equal rights of the disabled, increased understanding and involvement in measures to support the integration of the disabled into the social and economic life of the society.
- Setting up of a relevant project for different groups of disabilities to be followed at home with the family at little cost.
- A steadily increasing number of families taking part in training and education of their disabled children in the framework of CBSE project.
- Acceptance among the Palestinians that disabled people in the communities should be given opportunities to utilise their skills, as the rest of society.
- The development of a unified assessment tool for evaluation.
- An established referral system between PRCS and other organisations.

Indicators

- Number of disabled children reached.
- Number of rehabilitation workers participating in the project.
- Number of families joining the project.
- Commitment of the families.
- Results of discussions with community representatives.
- Number of activities and figures on circulation of information, follow up survey on impact of awareness campaigns.
- Number of evaluations performed.
- Number of cases being dealt with in the programme.
- Number of new cases within the period of the project.
- Percentage increase in family involvement in integration

Critical Assumptions

Financial support for the project is forthcoming.

- The political climate and the security conditions are favourable to the implementation of the project.
- Families are prepared to give commitment to the project.
- The population is prepared to give chances to disabled people in a competitive environment.

Monitoring and Evaluation Arrangements

- A team of specialists will evaluate the programme: social workers, physiotherapists and speech therapists.
- Monitoring of this project will be carried out through: progress reports on implementation by PRCS rehabilitation department; observation and documentation of all phases; observation of trainees during home visits, observations of the families' activities by the evaluation team.
- An intermediate evaluation will take place after one year and a final report will be compiled by the evaluation team.

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4. Coordination and Management

Background and progress to date

The Federation Representative's office in Palestine will continue to provide support to PRCS activities by strengthening ties with the donor community, supervising Federation supported projects and programmes, liaising with different partners in the context of a difficult political situation, and in cooperation with the ICRC, working towards full recognition by the Movement.

The office is composed of a head of delegation (HoD) and a health delegate, plus a part-time local staff member. The HoD's mission is to promote the advocacy role of the Federation, to support the National Society, to liaise with the Secretariat and the Regional delegation and to report on progress of programme implementation.

Goal To support PRCS activities through supervision of Federation supported projects, enhancing links with the international community, and providing advice in relation to achieving full recognition.

Objective 1 To strengthen links between the PRCS, the international community and RC/RC partners.

The activities to achieve this objective are:

- To participate in regular information/coordination meetings with PRCS governance and management, and with partners.
- To liaise with the regional delegation and the MENA department.
- To contribute to the updating of the country assistance strategy.
- To promote Federation guidelines and standards.

Objective 2 To support institutional development and disaster preparedness programmes.

The activities to achieve this objective are:

- Organise meetings with PRCS counterparts, in order to provide technical assistance and to ensure follow-up
- Monitor the use of resources for the implementation of programmes.
- Provide timely and accurate reporting on the progress of programme implementation.

Objective 3 To supervise all Federation supported programmes and projects.

The activities to achieve this objective are:

- Carry out field visits in order to assess progress on programme implementation and to maintain close relations with PRCS counterparts throughout the country.
- To follow-up on reports prepared by delegates.
- In co-ordination with regional delegation and the MENA department, provide timely and accurate information for donors.

Expected results

- Institutional development and disaster preparedness capacities of PRCS are strengthened.
- Coordination of Federation programmes in Palestine is effective.
- Well-functioning programmes meet Federation standards.
- Overall management is in line with Federation standards.
- Long-term commitment from the donor community is ensured.

Indicators

- Programmes are implemented in accordance with plans.
- A revised and updated inclusive country assistance strategy is available.

- Reporting is accurate and timely.

Critical assumptions

Required human and financial resources are available.

- PRCS continues to give support to the process.
- The regional delegation provides appropriate support to the country delegation.

Monitoring and Evaluation Arrangements

- Regular field visits and discussions with participants and beneficiaries.
- Regular feedback on progress and development.
- Meetings with PRCS interlocutors.
- Analysis of operational context and overall progress in quarterly reports.

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DELEGATION: PALESTINE RCS					
PROGRAMME	DP	Health & services	IDRD	Coord. & mgt	TOTAL
Shelter & construction	0	0	0	0	0
Clothing & textiles	0	0	0	0	0
Food & seeds	0	0	0	0	0
Water	0	0	0	0	0
Medical & first aid	0	0	0	0	0
Teaching materials	0	10,502	0	0	10,502
Utensils & tools	0	0	0	0	0
Other relief supplies	0	0	0	0	0
Sub total supplies	0	10,502	0	0	10,502
Land & Buildings	0	0	0	0	0
Vehicles	0	33,250	0	0	33,250
Computers & telecom	3,500	11,113	73,500	4,775	92,888
Medical equipment	0	3,500	0	0	3,500
Other capital expenses	0	13,042	68,250	3,150	84,442
Sub total capital	3,500	60,905	141,750	7,925	214,080
Programme management	6,568	103,942	60,144	16,088	186,742
Technical services	1,966	31,115	18,004	4,816	55,901
Professional services	2,180	34,506	19,966	5,341	61,993
Sub total programme support	10,714	169,562	98,115	26,244	304,635
Transport & storage	4,200	116,169	0	18,375	138,744
Personnel (delegates & expatriates)	0	124,905	0	133,095	258,000
Personnel (local staff)	17,719	631,313	157,500	13,020	819,552
Sub total personnel	17,719	756,218	157,500	146,115	1,077,552
Travel & related expenses	9,363	5,175	10,500	8,475	33,513
Information expenses	9,406	29,372	38,500	1,418	78,696
Expert fees	13,986	284,483	138,577	1,050	438,096
Admin. - general expenses	28,515	46,760	179,261	28,980	283,516
Training workshops / seminars	0	62,328	127,750	0	190,078
Sub total travel, training, general exp.	61,270	428,118	494,588	39,923	1,023,900
Total budget	97,403	1,541,474	891,953	238,582	2,769,413