

Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

Palestine Red Crescent Society - Lebanon/Syria Branches (Appeal 01.69/2001)

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	<i>In CHF</i>
1. Disaster Response	1,994,382
2. Health and Care	1,214,717
3. Institutional and Resource Development	193,400
Total	3,402,499

Introduction

National Context

Lebanon is a middle-income country of the Middle East region, undergoing a period of reconstruction after 17 years of civil war and economic decline. The civil war, which lasted from 1975-1992, involved most of the country's ethnic and religious groups, as well as Syrian and Israeli forces. Population and health data are scarce and fragmented, making it difficult to provide an accurate profile of the country. The population of Lebanon is estimated at 3.8 million, with a large number of guest workers, mostly from Syria. In addition, Palestinian refugees number approximately 370,000 registered persons.

The adult literacy rate is 91%, and 85% of the population lives in urban settings. According to available human development indices and health status indicators, Lebanon is experiencing a demographic and epidemiological transition. The fertility rate is 2.9 children born/woman and the infant mortality rate was 32 per 1,000 live births in 1995. The rates are declining, while the life expectancy rate, 69 years at birth in 1995, is increasing. The population younger than 5 years of age is only 9.6%, lower than in the rest of the Middle East. Non-communicable diseases are becoming more prevalent than infectious diseases in both urban and rural areas.

Although Lebanon was a prosperous upper middle income country in the mid-seventies, the war has had serious consequences. The institutional and human resource losses were also a major contributor to the decline in the quality of life of the Lebanese. The Lebanese economy was severely damaged during the years of war and an unstable domestic political situation prevails as well as regional tension mainly caused by the Middle Eastern peace process.

Of approximately 370,000 registered Palestinian refugees, 205,000 are living in 12 camps located throughout the country, and there is an unknown number of refugees who are not registered. This represents about one-tenth of the Lebanese population and one tenth of all Palestinian refugees in the Middle Eastern Diaspora. The refugee population suffers from difficult access to secondary education and vocational training, overcrowded living conditions and poor environmental sanitation. The United Nations Relief Works Agency (UNRWA) classifies one-tenth of the refugees as hardship cases. It is very difficult for Palestinians to find work because they are forbidden by Lebanese laws and regulations from working in 72 occupations. The unemployment rate among the Palestinian working population is estimated at 65%. The Palestinian refugee population is young. The average family has 5.3 members; women of childbearing age and children under 5 years old comprise two-thirds of the population. The population is growing steadily at 5% per year.

The survey for the strategic plan 1999 carried out by the PRCS relating to the health needs of the Palestinian population living in Lebanon revealed crowded and unhealthy living conditions and a serious decline in the medical services and provision of medicines.

The PRCS was founded in 1969 with a mandate to render health and humanitarian services to the Palestinian population. The Lebanon branch of PRCS (PRCS/L) operates four district hospitals and one general hospital. There are an additional nine health centres which provide primary health care services, dental care and delivery services. Most facilities are located within the refugee camps. PRCS hospitals serve registered Palestinian refugees and are also an important source of care for unregistered refugees. Poor Lebanese citizens and many foreign nationals also use PRCS hospitals. PRCS is complementary to UNRWA as provider of health care to Palestinian refugees and from February 1999, UNRWA contracted five PRCS hospitals for treatment of refugees. Assistance from UNRWA is expected to continue for several more years, depending on funding contributions. During the past four years, a plan for reconstruction of the health centres and hospitals was drawn up by PRCS, with the assistance of the Federation and a number of NGOs.

In **Syria**, the total refugee population remains at around 400,000 with a 5% growth rate. Good hospital facilities are available in Damascus. A well respected orthotics and prosthetics department offers free services not only to the Palestinian community but also to their Syrian hosts. This is a useful cooperative initiative. There are good relationships being fostered between the Syrian Arab Red Crescent and the PRCS in Syria. Recent DP assessment activities in Syria have included visits to the PRCS centres in Damascus. The main bulk of health care is provided through the work of UNRWA and the PRCS hospitals in the refugee camps and Damascus.

National Society Priorities

In Lebanon, during the past four years, reconstruction of PRCS health centres and a hospital is nearing completion. To ensure that investment is efficient, it will be a priority to focus on the quality of services provided, as well as the necessary funding for the maintenance of the facilities that have been renovated thanks to donor funding.

UNRWA has contracted 82 beds in four of the five PRCS hospitals. The total number of admissions has increased by 137 %, emergencies by 101 %, x-rays by 88%, laboratory work by 78% and operations by 160%. Since the PRCS hospitals and centres are facing financial problems, it will be necessary to finalize a financial analysis of the situation. To meet current needs, it will be necessary to improve all areas of management. The PRCS has established a long term work plan in order to achieve its objectives.

- Ensure the continuation of PRCS health services to Palestinian refugees in Lebanon.
- Upgrade the level of medical services provided.
- Increase activities supporting the most vulnerable amongst the Palestinian population.
- Establish a health information management system aimed at improving hospital management, quality of care and accountability.

Priority Programmes for Federation Assistance

The Federation is working in two main programme areas: basic support for health services through hospitals and health centres and capacity building of the National Society.

The following programme is currently being implemented.

Disaster response:

- *Medical support to Palestinian refugees in Lebanon:* Distribution of medical supplies and medicines to the different hospitals and primary health centres.
- *Assistance to Palestinian Refugees living in Camps in Syria* to improve access to medical facilities to the refugee population in Syria

Health and Care in the Community:

- *Rehabilitation of Health Facilities* to ensure completion of renovation work and supplies of equipment.
- *First Aid Voluntary Project* to encourage the youth to assist their communities with first aid skills and to disseminate information on the Movement and its humanitarian values.

Institutional and Resource Development:

- *Health education*, human resource development, capacity building for management, quality assurance of health care performance, PHC development planning and resource development activity training.

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1. Disaster Response

The health and care in the community programme is composed of five projects of which four are to be implemented in Lebanon and one in Syria. The projects to be implemented in Lebanon are as follows: medical support to Palestinian refugees in Lebanon, rehabilitation of health facilities, human resource development and voluntary first aid in the community and the project to take place in Syria is entitled assistance to Palestinian refugees living in camps in Syria.

Medical Support to Palestinian Refugees in Lebanon.

Background and Progress to Date

The PRCS health institutions are offering services at minimal fees to Palestinian refugees and poor Lebanese. Even these small fees are too high for the most needy. Therefore most of the PRCS health institutions receive little income for the running costs. To avoid the collapse of the PRCS/L health system, it is important to continue to provide medicines and medical supplies. The salaries of the PRCS staff are below minimum Lebanese standards which pushes doctors and qualified personnel to find other means of income, putting the PRCS under pressure because of a lack of qualified human resources. This situation has a significant impact on the future affordability of the health service for the benefit of the most vulnerable.

PRCS/L is the main health provider of the Palestinian population together with UNRWA. Palestinians have limited access to governmental and private hospitals, thus this project is important in order to provide basic medical care in health centres and hospitals for refugees who do not have access to other facilities. PRCS/L will be able to assist the most vulnerable, especially the elderly, by providing the necessary care for chronic diseases.

Goal Avoid the collapse of the PRCS health system on which the refugees living in difficult economical and social conditions are reliant, by providing the National Society with essential medicine and medical supplies, in order that it may continue to offer its services at a low cost or without charge for those in difficult circumstances.

Objectives and Activities Planned

Objective 1 To provide medical supplies to PRCS health structures to enable them to continue offering medical care to the vulnerable population, especially chronically ill patients.

The activities to achieve this objective are:

- To procure and distribute medicines and medical supplies for 9 primary health centres and 5 hospitals according to a list of essential items.

Objective 2 To improve the efficiency and quality of the medical care by training the hospital staff. The activity to achieve this objective is:

- Provide training to selected staff, according to the master plan for training.

Expected Results

- Procurement and distribution will be carried out according to Federation procedures and accurate records will be kept.
- Structures in the hospitals will be strengthened, improving performance and efficiency.

Indicators

- There will be no shortages of medicines or medical supplies.
- Medical and health care offered to the refugees will continue without interruption.

Critical Assumptions

- Funding will be available for the programme since the contract with UNRWA will not be renewed.
- PRCS is able to pay staff salaries and qualified staff will not leave their posts in search of better paid work.

Monitoring and Evaluation Arrangements

Monitoring will be carried out by an expatriate project manager and a field officer.

Evaluation of the project will take place at the end of 2002 according to terms of reference drawn up in co-operation with the Federation.

Assistance to Palestinian Refugees living in Camps in Syria

Background and Progress to Date

A community of 400,000 refugees from Palestine are living in Syria in addition to several thousand who are not officially registered. The economic situation of the refugees is precarious and the institutions which are assisting them are suffering from a lack of resources. Private health care is expensive and access to public health care inadequate.

The Palestinian refugees living in Syria are receiving medical assistance from two main sources: the Palestine Red Crescent Society and UNRWA. PRCS hospitals are operating in the refugee camps and have qualified doctors and staff but lack basic equipment in spite of the high number of admissions.

PRCS/S runs three hospitals, the Palestine hospital in Yarmouk Camp with a capacity of 60 beds, Bissan Hospital in Homs with a capacity of 50 beds, Yafa Hospital in Mazzeh near Damascus with a capacity of 25 beds.

As for the primary health care centres, these are as follows: Sabeneh in Sabeneh Camp near Damascus, Doma in the suburbs of Damascus, Jormana in Jormana camp near Damascus, Kods in El-Ramel camp near Lattakiah, Hammah in Hammah Camp near the city of Hammah and the El Carmel dental clinics in Yarmouk camp near Damascus.

Previous projects have been funded by ECHO.

Goal The goal of the project is to consolidate the health care services to ensue public services where it is too expensive to use the private sector.

Objectives and Activities Planned

Objective 1 To lift the standards of medical services for Palestinian refugees.

The activity to achieve this objective is:

- To assess the needs within the hospitals and develop plans of action for improvement.

Objective 2 To increase the services of PRCS hospitals.

The activity to achieve this objective is:

- To procure essential medical equipment.

Objective 3 To provide an opportunity for an increased number of patients to benefit from services at PRCS hospitals.

The activity to achieve this objective is:

- To train staff on the use of medical equipment and increase the effectiveness of the services.

Objective 4: To ensure continuous and reliable health care services.

The activity to achieve this objective is:

- To provide the equipment for a factory producing medicines.

Objective 5: To evaluate the production as well as the consumption of medicine and services.

The activity to achieve this objective is:

- To set up a division for statistical research.

Expected Results

- The capacity of the Palestinian medical centres will have been upgraded.
- The capacity of the PRCS hospitals will have increased.
- Refugees will have the possibility to be treated in their community hospital with appropriate service.
- The PRCS/S will become self sufficient by producing some of the medicines it uses in its health facilities.
- The PRCS/S will be able to define and forecast its needs as a result of the work of the statistics division.

Indicators

- Equipment has been installed and is in use.
- The capacity has been increased so that more patients can be treated and the numbers of patients referred to other hospitals has decreased.

Critical Assumptions

- The political situation remains sufficiently stable to ensure implementation of the project.

Monitoring and Evaluation Arrangements

- The project will be based on a study carried out previously regarding medical needs of Palestinian refugees.

- Details on beneficiaries will be prepared with the co-operation of the Palestinian Red Crescent in Syria.
- The programme co-ordinator will conduct regular evaluation visits to the medical centres to ensure appropriate distribution and correct use of the supplies.
- The programme co-ordinator will provide the necessary technical support to the medical staff of the Palestine Red Crescent/Syria.
- An evaluation will be carried out in August/September 2001 to analyse the impact of health care provided to the Palestinian refugees and the degree of improvement to medical services.
- A mid-term evaluation of the medical service capacity of the Palestinian Red Crescent will be undertaken.
- A final evaluation will be carried out at the end of the project period.

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2. Health and Care in the Community

Rehabilitation of Health Facilities

Background and Progress to Date

The Federation has assisted PRCS in renovating the Hamshary hospital. As a result of this support, an improved image of PRCS hospitals was created which has attracted more patients. After six months of this contract, the occupancy rate was 95%. This represents a dramatic increase underlining the need to have more beds available at Hamshary and to finalise the reconstruction plan. This plan deals with renovation of the third and fourth floor of the hospital.

A group of donors, National Societies and the Federation provided funds for renovation of primary health centres and regional hospitals and in order to maintain a good health service, it is urgent to support the maintenance of these premises.

Hamshary hospital is the central PRCS hospital located in Saida area; it provides services to approximately 150,000 people locally and regionally. The hospitalization cost at Hamshary is minimal compared with other available private hospitals.

The total number of beds in PRCS hospitals is 162 and the total number of persons employed by PRCS is around 640 with 73 in administration, 37 physicians, 178 nurses and assistant nurses as well as other employees.

Goal To increase the capacity of Hamshary referral hospital by completing the final stage of the reconstruction plan in order to meet the increasing demands on health services.

Objectives and Activities Planned

Objective 1 To build a doctor's residence to accommodate the medical staff whilst on duty.

The activity to achieve this objective is:

- Appropriate construction work for the building of a doctor's residence.

Objective 2 To meet the yearly needs of the PRCS for spare parts for medical equipment.

The activity to achieve this objective is:

- To ensure the purchase of spare parts for the medical equipment at the PRCS health facilities.

Objective 3 To ensure adherence to a maintenance scheme for all PRCS hospitals and health facilities which are of a critical importance to the refugees given their proximity to the refugee camps.

The activity to achieve this objective is:

- To carry out basic maintenance and minor upgrading work in view of the expansion of the activities of the primary health care centres: Baalbak, Naher Al Bared, Shatilla, Al Bas, Kasmieh centre for the handicapped, Al Jalil, Mar Elias, Saad sayel and Akka, together with the following hospitals: Al Nasra, Safad, Balsam and Haifa.

Objective 4 To supply Balsam regional hospital with an intensive care unit with a capacity of two beds to decrease the referral of intensive care patient to Hamshary referral hospital.

The activity to achieve this objective is:

- To supply an ICU unit with a capacity of two beds.

Objective 5: To rehabilitate the third and fourth floor at the Hamshary hospital in order to improve the efficiency of the hospital operations.

The activity to achieve this objective is:

- To carry out construction work as appropriate according to medical, technical and architectural plans and recommendations.

Expected Results

- All 9 primary health centres and 4 hospitals will be fully refurbished.
- All PRCS medical equipment will be maintained with spare parts and interruptions will be avoided.
- Balsam Hospital will be equipped with an ICU with a capacity of two beds.
- The 3rd and 4th floor will be fully operational and will increase the capacity and quality of the services of Hamshary hospital.

Indicators

- Admission rates to PRCS hospitals increase.
- Number of cases treated in PHC increases.
- No breakdowns or interruptions of the medical equipment at PRCS.
- Decrease of intensive care patient referral to Hamshary hospital.

Critical Assumptions

- The political situation remains sufficiently stable to continue project implementation.

Monitoring and Evaluation Arrangements

A periodic follow up is planned to take place at three month intervals by representatives of the Federation and of the PRCS/L.

A mid term evaluation will be carried out, together with a final evaluation at the close of the project.

First Aid Voluntary Project

Background and Progress to Date

The Palestinian refugee population living in camps face very difficult conditions. The aim of this project is to help the youth in camps by introducing them to the 7 principles of the Red Cross and Red Crescent Movement as well as to voluntary first aid work. It is hoped that voluntary work will facilitate integration into the population and provide a sense of enhanced self esteem. The formation of first aid teams will also offer a

quick and effective response to any emergency situation. It is also intended that the project will strengthen the image of the PRCS.

Goal To introduce community based first aid voluntary work to the PRCS as well as to the Palestinian refugee population. Two groups of the Palestinian population living in camps are to benefit from the project: the youth through voluntary work and the refugees who will have first aid teams available in the event of an emergency.

Objectives and Activities Planned

Objective 1 To train 160 persons from the 4 regions of Lebanon where the refugee camps are located.

The activities to achieve this objective are:

- Offer a basic first aid course (25 hours).
- Offer an advanced first aid course (100 hours).

Objective 2 To train 30 persons from the 160 previously trained to become first aid trainers.

The activity to achieve this objective is:

- Offer a first aid ToT programme (115 hours).

Objective 3 To establish a community of first aiders in each refugee camp.

The activity to achieve this objective is:

- Support PRCS in organising the first aid community incl. professional co-ordination.

Expected Results

- A group of first aiders will have been established to serve the refugee community.
- A group of first aid trainers will have been established.

Indicators

- The formation of first aid teams.
- Community appreciation of the role of the first aid teams.
- The formation of a first aid Trainer of Trainers team.
- Intervention of the first aid teams in emergency situations.

Critical Assumptions

- The political situation remains stable.
- Policies and or relations between the Lebanese government and the Palestinians remain unchanged facilitating the implementation of this project.

Monitoring and Evaluation Arrangements

The project will be implemented by PRCS/L in co-operation with the Federation delegation in Lebanon. PRCS/L will select a member of staff to take responsibility for co-ordination and implementation of the project. Both PRCS/L and the Federation delegation will be responsible for monitoring of the project.

An evaluation team will be set up consisting of a representative from the Federation delegation and two representatives from PRCS/L. Both interim and final evaluation reports will be produced.

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3. Institutional and Resource Development

Background and Progress to Date

This project is designed to provide a master training plan composed of a number of courses for PRCS staff at all levels. This project is expected to take place over a period of four years at a total cost of USD 800,000 (an average of 200,000 per year). Training courses will be organised by specialised companies, professional institutions and universities chosen through a competitive bidding system. Practical work, active participation and *learning by doing* will be emphasised throughout these training courses. Each training course will include a follow-up period of between three and nine months.

In the past, human resource development has not been regarded as a priority. The focus of the project will be modernising of administration and improvement of the management capacity. It is intended to introduce computer systems for financial planning, information management and performance appraisal.

The project began in 1999 and 11 courses of the 14 scheduled for the year 2000 have been offered. The remaining courses were not available as a result of a lack of funding. The staff who followed the courses in 2000 felt that the impact on their work at the PRCS was positive.

Over the last four years, the PRCS has implemented a reconstruction plan for its hospitals and primary health care centres through rehabilitation of buildings and provision of equipment and medical supplies. The improvements in facilities and equipment are considered to be satisfactory, however, it is felt that the level of health care as a direct result of the skill base can be improved and developed further. This project is designed to address this need.

Goal(s)

- To develop the skills of the administrative and medical personnel.
- To improve the medical services by improving the administrative system and its output.

Objectives and Activities Planned

Objective 1 To reorganize and restructure PRCS administration, upgrade management systems and capacities and to promote team building and leadership skills,

The activities to achieve this objective are:

- The following courses will be available for administrators: team building, performance evaluation, human relations and leadership skills, management of maintenance and repairs, management of drugs and management of food services.

Objective 2 To improve medical services through participation in skills training in different managerial and medical disciplines.

The activities to achieve this objective are:

- The following courses will be available either for administrators or medical staff: planning for health services, team building, communication and group process, quality assurance for laboratory technicians, quality assurance for radiology, quality assurance for nurses, epidemiology surveys.

Expected Results

- Courses focusing on both administration and management skills will be attended by 171 members of staff from different departments who will put into practice competencies and knowledge gained through the courses.
- 110 staff from different departments will have their skills upgraded, directly impacting on the quality of medical services.

Indicators

- The number of people trained in each field.
- The impact of new skills learned on day-to-day work.

Critical Assumptions

- The political situation remains stable.
- There are no changes in local policies/relations between the Lebanese government and the Palestinians which may be an obstacle in the implementation of the project.

Monitoring and Evaluation Arrangements

The overall supervision and monitoring of the project will be the responsibility of the PRCS.

Each training session will be the responsibility of a committee assigned to monitor both the training and follow up activities. These committees will be chosen by PRCS administration and will include two or three members of PRCS staff and one person representing the company in charge of implementing the course. The committees will present brief monthly reports on their activities.

The PRCS national committee and a representative of the Federation delegation in Lebanon will meet quarterly to study the reports of the follow-up committees and to evaluate the overall training activities of the period.

The PRCS national committee and representatives from the Federation delegation in Lebanon will meet at the end of each year of the project to evaluate overall progress.

An overall evaluation of the project will be carried out by a consultant on two occasions during the implementation of the project (at the end of year two and year four).

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DELEGATION: PRCS LEBANON / SYRIA				
PROGRAMME	Disaster response	Health & services	IDRD	TOTAL
Shelter & construction	0	574,504	0	574,504
Clothing & textiles	0	0	0	0
Food & seeds	0	0	0	0
Water	0	0	0	0
Medical & first aid	1,380,000	473,594	0	1,853,594
Teaching materials	0	0	0	0
Utensils & tools	0	0	0	0
Other relief supplies	0	0	0	0
Sub total supplies	1,380,000	1,048,098	0	2,428,098
Land & Buildings	0	0	0	0
Vehicles	0	0	0	0
Computers & telecom	0	0	0	0
Medical equipment	0	0	0	0
Other capital expenses	0	0	0	0
Sub total capital	0	0	0	0
Programme management	134,481	81,908	13,041	229,430
Technical services	40,257	24,519	3,904	68,679
Professional services	44,644	27,191	4,329	76,165
Sub total programme support	219,382	133,619	21,274	374,275
Transport & storage	45,000	0	0	45,000
Personnel (delegates & expatriates)	11,700	0	0	11,700
Personnel (local staff)	288,500	20,000	53,578	362,078
Sub total personnel	300,200	20,000	53,578	373,778
Travel & related expenses	2,000	3,000	0	5,000
Information expenses	0	0	0	0
Expert fees	10,600	0	0	10,600
Admin. - general expenses	37,200	10,000	18,868	66,068
Training workshops / seminars	0	0	99,680	99,680
Sub total travel, training, general exp.	49,800	13,000	118,548	181,348
Total budget	1,994,382	1,214,717	193,400	3,402,499