

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

PALESTINE RED CRESCENT SOCIETY

Appeal no. 01.90/2003

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

	2003	2004²
	<i>(In CHF)</i>	<i>(In CHF)</i>
1. Health and Care	2,735,616	3,773,269
2. Disaster Management	282,280	257,737
3. Organizational Development	932,920	1,134,042
4. Humanitarian Values	115,633	164,952
Total	4,066,446¹	5,330,000

SECTION ONE: PRCs PALESTINE A/OT

Introduction

The Palestinian Autonomous and Occupied Territories (Palestine A/OT) comprising the West Bank and Gaza Strip 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 Palestinian Liberation Organization (PLO) in Oslo in 1993 outlined a framework for a land-for-peace deal, which was intended to culminate in a final status agreement. However, neither the Oslo Accords of 1993, nor more recently signed agreements have so far produced significant results for the Palestinian people to open an avenue towards a sovereign state. This long-lasting negotiating process between Israel and the Palestinian Authority (PA) created a growing frustration among the Palestinian people, and in September 2000 the second Palestinian intifada became a reality. The following two years of uprisings, which gradually developed into a devastating war has had a dramatic impact on the Palestinian infrastructure and its economy, on the people at large with an increasing deterioration of its well-being, and not at least on the humanitarian situation for the 2.1 million in the West Bank and the 1.2 million in the Gaza Strip, of whom approximately 50 per cent are under the age of 15 years.

According to the United Nations Relief Works Agency (UNRWA), refugees account for one quarter of the population in the West Bank, and for as much as two thirds of the Palestinians in the Gaza Strip,

¹ USD 2,790,496 or EUR 2,761,264.

² These are preliminary budget figures for 2004, and are subject to revision.

where the population density is 2,596 persons per square kilometre, expected to be among the most densely populated areas in the world. Due to the ongoing conflict, hindering almost all kind of activity in Palestine A/OT, the average rate of unemployment in the West Bank and Gaza Strip has passed 50 per cent, reaching even the level of 90 per cent in some villages of the territories. Consequently the private economy has to a great extent been destroyed, leaving a rapidly growing number of people completely dependent on external aid. Farmers have not been able to plant or do their farming, and for those who were able to harvest their crops they have not been allowed to go to the market to sell their products. The younger generation is among those most severely affected by the conflict, with a rapidly growing degree of malnourished children. According to a survey of CARE International (July 2002) more than 60 per cent of the population in the West Bank and Gaza Strip live below the poverty line, and 22.5 per cent of children under five years of age suffer from malnutrition (13.2 per cent in the Gaza Strip have acute malnutrition), while the rate of anaemia for children under five reached 19.7 per cent. The education system was suffering everywhere, with students and teachers not being able to reach the schools or the universities for longer periods of time.

The tight closures of Palestinian cities and villages imposed by the Israeli occupying forces make implementation of humanitarian programmes a big challenge for national as well as international actors. Palestine Red Crescent Society (PRCS) is not an exception in that respect. However, the International Committee for the Red Cross (ICRC) and the International Federation enjoy better access to most areas in the West Bank and Gaza Strip, which again is to the benefit of the national society in the implementation of its humanitarian mission. This close cooperation within the International Red Cross/Red Crescent Movement has proved to be of great importance under the current situation.

Country Strategy

The founding of the Palestine Red Crescent Society (PRCS) in 1968 was in response to meeting the health and welfare needs of the Palestinian people, whether in the occupied territories or in the Diaspora. The Palestinian Authority mandated the PRCS in 1994 as the responsible body for emergency medical services (EMS) as well as for the coordination of blood bank services around the Palestinian A/OT. In addition to these two tasks the national society is carrying out its task as auxiliary to the authorities in terms of humanitarian response.

Through its infrastructure around West Bank and the Gaza Strip, with hospitals, clinics and ambulances, disaster management and response, well educated personnel and other human resources, the PRCS is responding to humanitarian needs of the Palestinian people to the extent possible based on its capacity. Before as well as in these times of conflict the society was, and is still serving the population at large, the wounded people and other victims of the intifada with health services. To a certain extent it is providing relief items to the most affected and the most vulnerable people in the territories. As part of the established network of national humanitarian organizations in the Palestine A/OT and the most reliable and wide reaching provider of humanitarian services to the Palestinian people, the PRCS has, however, from the early intifada been targeted by the Israeli Defence Force (IDF). This has created huge problems for the society when carrying out its mission. Since September 2000 through August 2002 ambulances were denied access to wounded or sick people in 472 cases, and 200 attacks on ambulances were registered, of which 97 were partly damaged and another 28 damaged beyond repair. In the same period, a total of 180 emergency medical staff of the PRCS were injured and another three killed by the IDF. In addition, a large number of staff and volunteers of the Red Crescent were arrested without reason and kept in detention by the IDF for shorter periods or even up to more than two months.

The programmes run by the national society proved to be of the utmost importance to the population at large and in particular to the most vulnerable in the rural areas of the West Bank and the Gaza Strip. While most of the other providers of humanitarian aid were forced to scale down or even stop their

programmes, due to strict closures and restrictions imposed on them by the IDF, the PRCS has, with extended support from the Federation's representative office and the ICRC been able to continue its mission to benefit the suffering people in this emergency situation. The Red Cross and Red Crescent Movement has also, by referring to international humanitarian law (IHL) repeatedly, been appealing to both parties in the conflict for respect of ambulances and medical personnel on duty.

National Society Priorities

The current situation in the Palestine A/OT is to a great extent an emergency situation, which calls on all resources of the national society and its partners, inside as well as outside the Red Cross and Red Crescent Movement. For a number of years, the PRCS was enjoying support not only from its sister societies, but also from other donors, UN agencies, non-governmental organizations (NGOs) and different groups of people from abroad.

Even though the situation is dramatic and demanding all resources available, an important objective of the PRCS is still to continue its long-term programme in integrated health care, promotion of humanitarian values, disaster preparedness, as well as organizational development. Among the pressing tasks is the need to strengthen the link between the headquarters of the national society and its branches, in particular in the Gaza Strip and the Diaspora. After two years of uprisings and extreme working conditions, with little or no possibility to arrange regular meetings for the governing bodies of the society, this will be one of the main objectives if the political and security situation allows.

However, due to the current emergency situation lots of resources are being spent on responding to urgent needs of the most vulnerable and the suffering people of Palestine. The PRCS has for the last two years of intifada been able to provide lifesaving services all around in the conflict stricken territories, enjoying a high degree of recognition from inside as well as outside the country. Parallel with responding to emergency needs, the society was able to continue its organizational development on different levels, becoming better prepared to tackle the difficult environment currently experienced. At the same time in early 2002, the national society carried out a needs assessment to highlight what is required to further strengthen its capacity. Based on an urgent request from the PRCS and supported by the results of the assessment, the International Federation launched an emergency appeal in May 2002. Simultaneously, the ICRC was almost doubling its yearly budget for the Palestine A/OT, with an important part for the national society. As a matter of priority, the PRCS requests to:

- sustain vital humanitarian services of the PRCS in the West Bank and the Gaza Strip and to Palestinian refugees in the Diaspora;
- expand the leadership role of the PRCS in disaster preparedness and response in the Palestine A/OT;
- expand and develop selected programmes of the PRCS which are necessary in responding to the increasing needs of the Palestinian population at large, in the West Bank and Gaza Strip as well as for refugees in the Diaspora;
- increase networking and social awareness regarding the disaster preparedness and response programme of the PRCS;
- improve the organizational skills and capacity through a continued focus on the human resource development; and
- focus on humanitarian values through youth and volunteers, and through community-based first aid (CBFA) training.

In parallel with the worsening of the general economical situation in Palestine, the PRCS is also facing increasing difficulties in funding its emergency and long-term operations. As the general public is no longer able to pay for services, the well functioning cost recovery system introduced a few years ago does not yield the desperately needed cash anymore. To avoid a complete collapse of lifesaving

programmes provided by the national society, the task to raise new funds will be among the top priorities of the PRCS in the coming years.

Red Cross and Red Crescent Priorities

Due to its good reputation as a reliable provider of humanitarian aid to the Palestinian people, the Palestine Red Crescent Society has for a number of years been enjoying support from, among others, its Red Cross/Red Crescent partners, UN agencies, national as well as international NGOs, and solidarity groups from around the world. Of those partners from outside the Movement with shorter or longer project support over the years are: UNRWA, UNICEF, UNDP, Cooperacion Espanola (PAZ), Save the Children, Care International, Oxfam UK, NORWAC, Maram and Welfare Association. Health and welfare of the most vulnerable Palestinian people, disaster preparedness and response, and youth programmes define the common areas of interest that attract support. During these times of conflict and suffering, with the PRCS being among the main providers of humanitarian aid in the autonomous and occupied territories, the national society also received one time donations from sister societies as well as other domestic and international donors.

The main goals of the assistance from these Red Cross/Red Crescent partners are well within the Strategy 2010 objectives, with the main focus on organizational development (OD), health and care (H and C), disaster management (DM), and humanitarian values (HV). Even though most interventions in the Palestine A/OT in this current situation are emergency related, the support received by the PRCS from its partners has elements of development and capacity building.

According to the project agreements between the PRCS and its current partners these are mostly short-term commitments, from three to nine months. Apart from the ICRC there are only two projects with completion dates later than the end of 2002. This is a big challenge and the worry of the management of the national society in a situation where financial resources are limited and domestic fund-raising is almost impossible due to the high rate of unemployment and the overall poor economical situation.

Priority Programmes for Secretariat Assistance

Referring to the sections below, the Federation is seeking funding for the following programmes of the Palestine Red Crescent Society:

- **Primary Health Care** services to: improve the general health and well-being of the most vulnerable people in the West Bank and Gaza Strip through a sustainable programme. Also, further support will be provided to the hospitals of the PRCS in Lebanon, to serve the Palestinian refugees in the refugee camps.
- **Community-based Special Education** programme with a goal to encourage the Palestinian society to care more for the well-being of its disabled children, and develop their abilities to enable their integration into the Palestinian community to the greatest extent possible.
- **Disaster Management** programme with the overall goal to: have an integrated national coordination of disaster management across departmental and district boundaries, with clear roles for the PRCS and all other stakeholders; have a network of trained volunteers ready to intervene effectively when called upon; and operate a national surveillance and early warning system.
- **Humanitarian Values** programme with the overall goal to relieve some of the psychological pressure on the staff and volunteers of the national society and their families, as well as on some Palestinian children in particular targeted areas.
- **Organizational Development** with the overall goal to support the PRCS in its endeavour to further develop to be a well functioning national society within the framework of the Federation's Strategy 2010.

- **Federation Coordination** of Red Cross/Red Crescent interventions in cooperation with the ICRC which has the lead agency for the Movement in Israel/Palestine A/OT.
- **International Representation**, with a focus on the coordination role, with an overall goal to ensure that the cooperation agreement strategy (CAS) process is taken forward.

1. Health and Care w [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Since the founding of the Palestine Red Crescent Society in 1968, the main objectives of the national society were to serve the most vulnerable Palestinian people in the West Bank and the Gaza Strip and in the Diaspora. In Lebanon, the PRCS also has the mandate to substitute the Ministry of health (MoH) of the PA, which is accepted by the Lebanese Red Cross through an agreement signed by the two societies. For the West Bank and the Gaza Strip, the PRCS is mandated by the Palestinian Authority (PA) to run the national emergency medical service. The health care programme of the PRCS has for the last several years mainly been focusing on providing primary health care in rural areas, and to the most vulnerable Palestinian people in the territories. The national society is responding to needs of the sick and wounded people with its network of hospitals, health centres, EMS and well-trained personnel. In these times of conflict and human suffering, the national society is serving the victims, providing care to the wounded, transporting the severely injured to hospitals and providing medical care from its 25 health care centres around and in the West Bank and the Gaza Strip. Even though serious constraints caused by the intifada were a real threat to the programme, the PRCS has through its primary health care programme (PHC) been the most reliable provider of most essential health services to the people all over the territories. Members of the national society were risking their lives in order to save others.

The primary health care programme of the PRCS is in the planning as well as in the implementation phase according to the overall strategy of the national society. There is a strong emphasis on the fundamental principle and preventive measures and community-based health activities, drawing on local and regional resources, and giving high priority to sustainability of the programme. Many resources were invested in building local capacity in the community, establishing and training of community health committees. The training of medical staff and key community members in the health centres has increased the skills and knowledge of the medical personnel in community-based issues and raised the awareness and capacity on shared responsibility towards health care matters concerning the community.

Currently, the national society's PHC programme is responding efficiently to the current emergency situation in the West Bank and Gaza Strip, utilizing its available resources and implementing plans of immediate action responses to investigate and respond to the immediate needs of rural communities under strict siege.

The PHC programme has already developed the rapid damaged assessment (RDA) method as an early warning system for response, and will proceed in developing this programme to be an ongoing surveillance project. Many important key health and environment indicators were included in the RDA method. The indicators cover effectiveness and efficiency of and accessibility to health care services, morbidity, mortality, immunization interruption, food availability, water and electricity availability and communication problems. The prime source of data are the 25 primary health care centres of the PRCS in cooperation with 15 branches of the PRCS in the West Bank linked with a good network of volunteers through the volunteer department and the medical hotline. This programme is currently able to gather rapid information on 134 villages out of the 610 all over the West Bank. The number of villages rapidly assessed will be expanded with support from the Federation's representation and the ICRC through its district offices.

To make it as an ongoing assessment system (surveillance), the RDA method was designed to function at four levels: baseline damage assessment, immediate damage assessment, cyclic damage assessment and elective damage assessment. Definitions, classifications and procedures that integrate the departments and units of the PRCS (primary health care, damage management unit, emergency medical service, and the administration) were developed for such a programme to ensure a comprehensive and dynamic approach. There is a need to establish a small unit for RDA at the PHC department.

At the moment, the national society faces a serious problem of funding. Widespread poverty, caused by the extremely high rate of unemployment and other effects of the two years of intifada, is a serious threat to the future of the PHC programme. To make the best possible use of the scarce resources available, some of the national society's PHC clinics were merged with those of the Ministry of Health where they both existed in the same villages. New initiatives will be taken to continue this trend, avoiding overlap and competition

Overall Goal

An improved general health and well-being of the most vulnerable Palestinian population, with a shared responsibility for health care and health issues between the national society, the local authorities and community members. The goal is to prevent the spreading of HIV/AIDS and other infectious diseases in the Palestinian society in the West Bank and the Gaza Strip as well as for the Palestinian refugees in the Diaspora.

Programme Objectives

Stable provision of high quality health services provided under a decentralized system from all primary health care centres of the PRCS with an expanded scope of services for the most vulnerable

Expected Results

- The national society's PHC centres provide high quality health services focusing on the most vulnerable at all times, including in times of conflict and movement restrictions, where women, children and the elderly require special assistance.
- Local authorities and community health committees are playing a key role in the planning and implementation of the PHC programme.
- Specialized community groups, such as the safe motherhood committees, are playing an active role in the community promoting the PHC programme at the local level.
- Strengthened link between the branches of the PRCS and the PHC centres with a gradual process of decentralization of the implementation and monitoring/supervision of the PHC programme.
- The branches of the PRCS are able, through the PHC programme, to deliver home care to people affected by the intifada and other patients in need.
- The health activities in all branches/health centres of the PRCS in the West Bank and the Gaza Strip and in the Diaspora are effectively coordinated.
- An effective mechanism exists to transfer knowledge to health staff and beneficiaries of the PRCS in the West Bank and the Gaza Strip, and among the Palestinian refugees in the Diaspora about HIV/AIDS and other infectious diseases.
- An active and well functioning "Hot line" component in all the PHC centres, ensures provision of timely, professional medical advice.
- A core group of volunteers with good first aid knowledge are attached to each branch and each PHC centre under the supervision of the branch/centre staff.
- A well functioning internal monitoring and reporting system in the PHC programme, with an ongoing dialogue between the PHC centre staff, the PRCS branch and the PHC department.

- Timely and comprehensive narrative and financial reports are prepared for the management and the donors.
- A well functioning storage and distribution system of medicine and medical supplies in the headquarters of the PRCS, regional warehouses and in the health centres.

2. Community-Based Special Education w

Background and achievements/lessons to date

Surveys carried out by the World Health Organization (WHO) indicate that 7-9 per cent of the total Palestinian population has a disability and that about half of those affected will be in need of continuous rehabilitation. After decades of conflict and occupation, there is widespread traumatism as a result 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.

In spite of the many organizations working with the disabled, there is still a shortage of professional follow-up as regards to mentally and physically disabled people. New statistics 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.

For several years, the PRCS was running programmes for the disabled from rehabilitation centres around and in the West Bank and Gaza Strip, 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. The approach of the national society was to provide vocational training in handicrafts as well as training in computer or photography knowledge. As part of the integration process of the disabled children into the Palestinian community, some of the centres have a kindergarten attached to the programme. To make sustainable achievements, however, these goals require a step-by-step implementation, which, unfortunately for the last couple of years has become an unexpected big challenge for the national society.

As part of the rehabilitation programme of the PRCS, the national society has developed and is running a community-based special education project, which aims at empowering the families of disabled persons. The concept is to work with the family members together with the communities and the disabled themselves through the rehabilitation centres of the PRCS in Nablus, Jericho, Ramallah, Tubas, Hebron and Gaza. The implementation of the project started in 2000, but implementation has been hampered over a longer period of time, due to the closure and movement restrictions, paralyzing most activities in short and long-term intervals.

Overall Goal

Disabled children are integrated within the society and enabled to develop their abilities in order keep up their well being and contribute to the community.

Programme Objectives

The objective is to develop a strong spirit and commitment for the community-based approach among the people and the municipality for a sustainable programme, serving children with special needs and their integration into the Palestinian society. Involved in this project are rehabilitation workers, people with special skills, and families with disabled children.

Expected Results

- Sustainable delivery of services in six major population areas developing abilities of the disabled children and their integration into the Palestinian society.

- Awareness campaigns conducted with a view to changing attitudes as regards to the role of disabled people in the Palestinian society resulting in a practice where all people, including the disabled, are treated equally.
- An increasing number of families taking part in training and education of their disabled children in a climate where certain traditional taboos are discouraged.
- A referral system is established between the PRCS and other organizations to facilitate coordination of the work concerning the disabled

3. Disaster Management w [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Little progress was reported in the Palestine A/OT since the Oslo Accords were signed at the beginning of the 1990s. Violence and civil unrest have been recurrent hazards during decades of occupation and conflict. A strong feeling of gradual deterioration of the situation and worsening of the living conditions for the people at large reached its peak when the second intifada started at the end of September 2000. Many environmental threats, lack of safe water and sanitation, and technological hazards are among the main concerns. Epidemics are spreading quickly especially in all the refugee camps in the West Bank and the Gaza Strip and Lebanon.

The general situation deteriorated manifold for the last two years due to the siege and curfew imposed on the Palestinian towns and villages by the Israeli Army. Most of the population was enduring enormous economic as well as psychological pressures.

In addition to its network of primary health care centres and its community programmes for people with disabilities, the PRCS carries the main responsibility for providing emergency medical services throughout the West Bank and Gaza Strip. The EMS, with its 105 ambulances (34 in Gaza and 71 in West Bank) and more than 250 emergency medical technicians (EMTs) was heavily involved in the humanitarian operation in the current crisis. The PRCS is mandated by the Palestinian Authority to run these services. The national society was recognized, internationally as well as domestically, for the professional way with which it was able carry out these services under difficult circumstances. The PRCS is also training and certifying EMTs.

In 2000, the PRCS took the initiative towards the establishment of a broad disaster preparedness scheme in the Palestine A/OT. A vulnerability and capacity assessment (VCA) project, in cooperation with the Federation, the ICRC and relevant ministries and other organizations, was conducted in the months before the intifada broke out. The document was presented early in 2001, and was widely recognized as a model for other national societies. Due to the intifada, however, the follow-up in terms of preparing a disaster preparedness plan for the entire West Bank and Gaza Strip was rendered impossible. However, to compensate for the lack of a national disaster preparedness and response plan, the PRCS has continued to develop its own disaster management structure. In the headquarters, the disaster management unit was established in 2002 and it developed protocols and procedures, with an emergency operation room as the centre for collection of information and provision of support to the field, allocation of resources as well as decision making processes. The Rapid Damage Assessment project, involving the whole network of the PRCS, the ICRC and the Federation around the West Bank and the Gaza Strip, provides up-to-date information enabling the national society to respond to urgent needs.

The national society is in the process of equipping a field hospital for deployment domestically or regionally. Key staff attended ERU workshops abroad, and further training of more people is taking place in headquarters as well as in the branches. This knowledge and experience as well as the

equipment is of great importance for the build-up of an effective ERU rapid response unit in the region. The staff/volunteers of the PRCS were participating in Field Assessment and Coordination Team (FACT) training and deployment methods.

Overall Goal

The PRCS continues to effectively contribute to the collective effort being made to mitigate the suffering of the Palestinian population.

Programme Objective

The PRCS has strengthened its disaster management structures and capacities with effective operational linkages to other programmes of the national society.

Expected Results

- Increased awareness in the PRCS and major health institutions, and in the Palestinian community in regards to the need to have a realistic national disaster preparedness plan with clear responsibilities.
- Clear understanding inside as well as outside of the national society about the role and responsibility of the PRCS in times of disasters.
- Roles and responsibilities clearly defined for staff and volunteers involved in disaster management.
- An expanded network of trained youth and volunteers at branch and district levels, ready to intervene effectively and efficiently as and when required.
- Adequate and strategically placed stock of emergency relief items available in central and regional warehouses.
- A reliable system of replenishment of emergency stocks established at strategically critical sites to allow for a rapid response action in time of disasters.
- A well functioning national surveillance and early warning system operated by the PRCS, covering the entire catchment area of the national society.
- The PRCS has a well functioning logistical set-up around the West Bank and Gaza Strip.
- A better and more reliable telecommunication system exists for the EMS, disaster preparedness and response and hospital emergency rooms through active use and expansion of the VHF/HF network.
- Staff and volunteers of the PRCS from the headquarters and branches are trained in telecommunications, logistics, camp management, DM/ERU/FACT concepts and water and sanitation.

4. Humanitarian Values w [<Click here to return to the title page>](#)

Background and achievements/lessons to date

To promote initiatives and encourage activities disseminating the Movement's fundamental principles and humanitarian values as well as international humanitarian law (IHL), the national society has in 2002 established a special unit in the headquarters, responsible for this task. Activities are being implemented with targeted groups from inside as well as outside the national society. This programme is being supported by the Danish Red Cross and the ICRC.

As the intifada has continued for more than two years, the need for psychological support and trauma management has become increasingly important. This is why the PRCS for some time was running supporting programmes for some of its most exposed staff. These psychological/trauma management programmes primarily focus on serving the most vulnerable groups. However, under the current demanding and psychologically stressing situation for the Palestinian people at large the need for such a programme is overwhelming. The PRCS is, in cooperation with the Danish Red Cross, preparing to

start a psycho-social programme for school children, with involvement of teachers and parents in one village in the West Bank.

The national society has, through its branch in Bethlehem, been running a programme for youth, giving positive alternatives to children living under stress and lack of opportunities. The programme, which has many of the same ideas as of the “Stop the Violence” programme, has elements such as education in photography and computer training.

Overall Goal

As a consequence of years of occupation and more than two years of intifada, the psychological pressure on the people in general, and on some groups in particular, is tremendous. The goal of this programme is to release some of this pressure on the staff and volunteers of the national society and their families. Special vulnerable groups in the community, such as children and women, will benefit from the programme.

Programme Objective

The project will, through an internal structure of professional people, provide psychological help to staff and volunteers of the PRCS, as well as to youth groups from outside the national society, as they require this kind of support.

Expected Results

- The psychological support programmes are expanded to include more regions and larger groups of the population.
- The newly established IHL unit in the headquarters of the PRCS runs an internal educational programme for the staff of the headquarters and the branches focusing on RC/RC fundamental principles and humanitarian law. The programme is expanded to the communities where there is a branch of the PRCS.
- More parents and teachers are involved in the process that aims at full integration of the disabled and other vulnerable children into the Palestinian society.
- The national society has a special screening programme for small children, at the earliest possible age, to see the extent to which they need special care or professional treatment through a psycho-social programme the PRCS runs for school children.
- The ongoing project, “Stop violence”, which was implemented in the branch of the PRCS in Bethlehem is expanded to other branches of the national society.
- The information unit of the PRCS is further developed.
- A global information and marketing strategy is developed and implemented to facilitate the integration of the national society as one unit including its branches in Lebanon.

5. Organizational Development w [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Cooperation between the PRCS and the Federation commenced in 1993. The headquarters, established in the West Bank town of Jericho in September 1994, was moved to Al-Bireh in 1996, an area under the Palestinian Authority’s administration. Currently the national society comprises 22 branches in the West Bank and the Gaza Strip, and a further three branches are located in Lebanon, Syria and in Egypt. The PRCS and the Federation have agreed on creating a long-term plan for organizational development covering all aspects from governance to programme development based on effective participation. A systematic approach to link youth and volunteer activities to the general capacity building of PRCS will be developed with the Federation’s support.

The last national congress of the PRCS took place in Gaza in January 2000. According to the statutes of the society, the next national congress (general assembly) will take place in early 2003. Based on the experiences of past years, a conclusion of the congress stressed the need to strengthen the statutes of the national society with special emphasis on governance and management, as well as branch structure and programming. A further conclusion was the need to develop unified policies and strategies to be adhered to by the different components of the society. However, despite several attempts since the congress it was impossible to organize regular meetings for the governance bodies, due to the closure and siege imposed on the Palestinian people by the Israeli government and its defence force. Despite all the constraints experienced in the last two years of the uprising, the national society is constantly focusing on developing the organization and improving its capacity and performance in serving the most vulnerable groups of the Palestinian population. The headquarters of the PRCS with the support of the Federation's representative office is, with different means and methods available, doing what it can to improve the working relationship and communication line between the various components of the national society in West Bank and the Gaza Strip.

Human resource development and overall capacity building are the key priorities of the national society. All programmes of the PRCS such as primary health care, disaster preparedness, rehabilitation services for the disabled and the emergency medical service, include a component of organizational development. As an auxiliary to the Palestinian Authority, the PRCS pays attention to serving the most vulnerable, in particular in the rural parts of the Palestine A/OT, and of the Palestinian refugees in Lebanon, Syria and Egypt, where the PA is not in a position to perform its duties and provide necessary support to its people. One of the main focus areas of the PRCS was, for many years, the management of a special project for the disabled.

Overall Goal

The services the PRCS renders to the most vulnerable are further improved, qualitatively and quantitatively, based on increased organizational capacities.

Programme Objective

The objective of this programme is to have a national society with good planning and reporting procedures, effective programme implementation, based on high quality of human resources, and an active and determined group of elected members to the governing bodies of the national society, as well as trained youth and volunteers having awareness of the role of the national society as an auxiliary to the authorities of the country.

Expected Results

- The services of the PRCS are being expanded based on increasing support and financial resources.
- The PRCS has completed a self-assessment exercise as one of the necessary conditions for evolving a long-term developmental plan and a policy framework that lays the basis for sustainability and long-term impact.
- The roles of the leadership and the management of the national society are further clarified.
- The PRCS is working as a national society with well-defined statutes, policies, rules and procedures that encourage broader participation of members and volunteers in the planning and implementation of service delivery and advocacy actions of the national society.
- A well-functioning coordination with a unified approach by the headquarters, branches and programme providers is developed.
- A common strategy for further development and strengthening of the PRCS branches is established.
- Better use of accounting procedures based on improved reporting capacity of the national society at headquarters and branch levels is developed.

- Consolidated accounts for 2002 and a consolidated budget for 2004, including the branches and the headquarters, are established.
- Increased awareness about the RC/RC Movement at all levels of the national society is promoted.
- Improved marketing capacity attracting new members, volunteers and supporters is promoted.
- Strong and well-organized youth and volunteer department at the headquarters and active youth groups in all the PRCS branches and other facilities are developed.
- Through its new internal network, the headquarters and branches of the PRCS will be connected benefiting from the same computerized systems and database. This integration is expected to facilitate and promote the cooperation and unity of the society.
- The society's integration process will be enhanced through an OD forum involving the top leadership and management from all its branches, the headquarters and other important chapters of the PRCS.
- The new strategy and the long-term plan of the society is developed and adopted by the national congress.

6. Federation Coordination w

Background and achievements/lessons to date

Over the past few years, there was an increasing number of bilateral agreements between the PRCS and donor RC/RC societies as well as with other donors. All the support received was appreciated by the national society, allowing for more projects to be implemented or new ones to be started. The Federation's representative office in Al-Bireh has, in the preparation phase of many of these agreements, been facilitating or involved in one way or the other. An important role of the Federation is to help the partners, RC/RC as well as other supporters, to prepare their plans and to implement within the framework of the strategy and the long-term plan of the PRCS, contributing to the further development of the national society. In addition to these agreements, there were a few more ad hoc interventions from national societies with a one-time donation. These were done in response to special appeals from the national society itself or from the Federation and/or the ICRC on behalf of the PRCS.

In addition to the support through the Movement, the PRCS attracted assistance from international NGOs, UN agencies and some solidarity groups which contributed in kind, with cash or even with professional staff or volunteers. The interest shown is a clear indication from donors that the PRCS is considered a professional, credible and reliable provider of humanitarian assistance to the Palestinian people.

Most of the coordination is done by the ICRC which has lead agency status under the prevailing circumstances in Israel/Palestine. A good cooperation exists between the ICRC and the Federation's representative office in Palestine.

Overall Goal

The overall goal is to facilitate a successful process within the long-term strategy of the PRCS and to ensure that the cooperation agreement strategy process is taken forward in the context of the Federation's Strategy 2010.

Programme Objective

The objective is to facilitate meetings between the national society and participating national societies present in Palestine A/OT and/or those visiting the area, encouraging all to be part of the CAS process within the framework of the PRCS Strategy.

Expected Results

- The partnerships with which the PRCS works are based on long-term strategies and all the partners design their interventions accordingly using the CAS framework as a common platform for cooperation.
- The new modality of working through a CAS framework will enable the national society to ensure greater ownership of the process of cooperation grounded in the priorities identified in its strategic plan.

7. International Representation w

Background and achievements/lessons to date

Presently there many international NGOs/agencies supporting the humanitarian efforts of the PRCS and supporting or implementing humanitarian programmes. Most of these are committed in helping the victims in one or another way. However, they are faced with ongoing difficulties because of closures and restrictive procedures at checkpoints. Relief items and other needed supplies are not easily transported to the point of delivery. Collection of important information was difficult in carrying out due to movement restrictions and numerous curfews around the whole area of the West Bank.

In this situation, the important coordination role of national and international interventions was taken care of by the UN. This task proved to be a great challenge, with most stakeholders facing the same difficulties. Also, the Federation together with the national society contribute their fair share to the coordination work. They actively participate in the process of collecting and sharing of information to facilitate coordination and cooperation.

Overall Goal

The overall goal is to increase connectivity and knowledge among the national as well as international actors in Palestine to improve synergy and impact.

Programme Objective

The objective is to establish regular contacts and working relations with the most active international organizations and NGOs operating in the region and especially those that are interested in supporting the PRCS.

Expected Results

- Better communication with the other humanitarian actors in Palestine.
- New opportunities for funding of programmes/projects of the national society and the work being done by the Federation's representative office.
- Stronger contacts with local and international organizations including the diplomatic corps.

SECTION TWO: PRCS LEBANON BRANCH **(PRCS/L)**

Introduction

The organizational structure of the PRCS in Lebanon is composed of a national committee with a general secretary/department, and the departments of general administration, medical services, finance, pharmacy, education and training, and social affairs.

The activities are based on a five-year developmental plan, 2000-2005, in which the priority is the operation of four district hospitals, one referral hospital with nine health centres, which provide PHC

services, dental care, and maternity services. Most facilities are located within or next to the refugee camps. The hospitals serve registered as well as unregistered Palestinian refugees, for whom the national society (PRCS/L) is a vital source of health care. Poor Lebanese citizens and many foreign nationals also use the hospitals. The services of the PRCS/L are complementary to those provided by the UNRWA which primarily provides health care to Palestinian refugees. Since February 1999, the five hospitals of the PRCS/L were contracted by the UNRWA to provide treatment for the Palestine refugees living in Lebanon.

The PRCS/L played a vital role during the Lebanese civil war in providing health care to the Palestinian community in the primary, secondary and tertiary forms. Donations were received from the Arab countries, but since the Gulf War in 1991 this support has decreased dramatically. However, support from the international community, the Federation, NGOs, and governments has allowed the PRCS/L to continue to function in spite of the difficulties they have faced. During the past four years, the plan for the reconstruction of the health centres and hospitals of the PRCS/L was almost completed and successfully implemented. The main priority, however, was the support of medicines and medical supplies to the health facilities in order to meet the need for health care towards the refugee community. In addition, the human resource development, and quality assurance of the services was highly focused as a priority for the PRCS/L.

National/Regional 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, and the Palestinian refugee population in Lebanon.

There are 382,000 registered Palestinian refugees in Lebanon, out of whom 215,000 are living in 12 camps, and in addition there are an unknown number of unregistered refugees in the country (UNRWA statistics June 2001). This represents about one-tenth of the Lebanese population and one-tenth of all Palestinian refugees in the Middle East. They suffer from difficult access to secondary education and vocational training, overcrowded living conditions and poor sanitation. Although Lebanon was a prosperous upper/middle income country in the mid-seventies, the war left its capabilities severely damaged. The organization and human resource losses were a major contributor to the decline in the quality of life in Lebanon

The Lebanese economy was severely damaged during the years of war and is still in a difficult situation due to the relatively unstable political environment, as well as the regional tension mainly caused by the failed Middle East peace process, also affecting the Palestinian refugees. Ten years have passed since the end of the war, but still the political future of Lebanon remains relatively uncertain, heavily affected by regional conflicts and the slowdown of the regional peace process.

The 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, which further harms an already disastrous economic situation. The unemployment rate among the Palestinian working population in Lebanon is estimated at 65 per cent, compared to 30 per cent for the Lebanese. The population of vulnerable people comprises the entire refugee community of Lebanon.

A significant number of poor Lebanese citizens are seeking medical and social help through the health facilities of the PRCS/L. The number of direct beneficiaries in Lebanon exceeds 100,000 of whom most receive health and social services through hospital admissions, outpatient consultations on primary and secondary levels, emergency and elective services plus various other support, such as teaching and

training of mental and physical handicapped people. The number of beneficiaries will increase by more than 50,000 in 2003-2004 through the health education programme and activities of the youth and volunteers.

The total number of medical interventions and procedures provided in Lebanon exceeded 250,000 in 2001. The Palestinian refugee population is young. The annual report on health (UNRWA, 2000) indicated that approximately 30 per cent of the Palestinian population living in Lebanon are children below 15 years of age. The infant mortality rate for Palestinian refugees in Lebanon was 32 per 1,000 live births which is higher than for the refugees in Jordan, Gaza, and Syria.

The strategic plan survey for 1999 carried out by the PRCS/L related to the health needs of the Palestinian population in Lebanon revealed: crowded and unhealthy living conditions and a decline in the medical and drug services, which were insufficiently covered. The Israeli/Palestinian conflict has a negative impact on the PRCS/L, creating a difficult financial situation which is potentially jeopardizing the provision of medical assistance to the most vulnerable of the refugees.

National Society Priorities

The PRCS/L has based its strategy on a well studied needs assessment carried out through external and internal surveys of the health and social situation for the refugee community in Lebanon and the results of which was incorporated into the five-year developmental plan, 2000-2005.

The following are the key priorities:

- To ensure the continuation of the health care services for the Palestinian refugees in Lebanon on primary and secondary health care levels with an increasing focus on primary health care.
- To invest in preventive health care activities through health education.
- To upgrade and maintain the capacity and quality of the medical and social services provided to the most vulnerable among the Palestinian refugee population.
- To improve the organizational capacities of the PRCS/L through a continued focus on human resource development.
- To focus on promotion of humanitarian values through youth and volunteers and community-based first aid training.
- To develop health care information tools aimed at improved hospital management, quality of care and accountability.

Red Cross and Red Crescent Priorities

The main role of the Federation is to assist the PRCS/L in its capacity building processes, such as financing and implementing the health centre/hospital reconstruction plan, as well as funding human resource development on all levels of the PRCS/L structure. In addition, relief programmes, mainly medical supplies, were monitored by the Netherlands Red Cross/Federation and funded by the European Commission's Humanitarian Aid Office (ECHO) through the NRC. Other donors were governments and NGOs, which mainly focused on equipment and training programmes. Over the past eight years, assistance was given to the PRCS/L through a number of national societies: Norwegian, Netherlands, German, Australian, Icelandic, Japanese, Canadian, and British Red Cross Societies.

Since 1999, the main donors through the International Red Cross/Red Crescent Movement were the Norwegian and the Netherlands Red Cross Societies. Support mainly consisted of rehabilitation of health facilities and medical equipment and supplies. Since 2000, human resource development was included as an important priority.

Within Lebanon, the UN Development Programme is facilitating a process of inter-donor cooperation where donors meet on a regular basis to discuss overall priorities for post-war reconstruction and

maintain a database of projects in progress. However, this process excludes the Palestinian refugee community, indicating the degree to which refugee issues are separated from the mainstream Lebanese issues.

The strategy of the Federation is focused on capacity building within the core areas of Strategy 2010. The priority of the analyses is to directly address the critical needs of the most vulnerable people, the capacity of PRCS/L and its ability to deliver services. The Federation will therefore continue its support to the implementation of an organizational development (OD) programme that will enable the branch to meet its future challenges with increased effectiveness, capacity and an extended organizational potential.

Moreover, the Federation will promote support to the most vulnerable people through the medical programme of the PRCS/L, and add a component of orientation towards health education at the community level. The Federation will give high priority to the promotion of humanitarian values by the youth and volunteers of the PRCS/L, and to their various activities in the society, promoting a joint approach towards the overall strategy of the Palestinian Red Crescent Society as an integrated unit.

Programmes for Secretariat Assistance

The Federation's support is based on a strategy of capacity building mainly related to human resource development and disaster management within the global strategy of the PRCS. This is related to the cooperation agreement established with the PRCS/L in 1999 and the memorandum of understanding (MoU) within the PRCS at the headquarters level.

The Federation's approach is based on the five-year development plan (2000-2005) of the PRCS/L, is focused, and aims at developing the branch into a well functioning organization, providing humanitarian aid to the Palestinian refugees in Lebanon. The Federation's appeal covers all four core areas, and from 2002 enhancing support to the role of primary health care and community first aid as part of the service delivery of the PRCS/L.

The main role of the Federation is to continue its assistance and cooperation with the PRCS/L in order for the branch to optimize its services, activities and quality of performance. The Federation will also assist the PRCS/L in its effort to provide medical services to the most vulnerable among the Palestinian refugees in Lebanon.

The role of the Federation is essential in order to maintain and coordinate international support to the PRCS/L, channelled through various PNSs, governments and NGOs, until a permanent solution is found to the refugee problem. An important task for the Federation is to take initiatives in order to create closer relations and cooperation between different NGOs working with the Palestinian refugees in Lebanon and to participate in already existing inter-donor cooperation meetings.

In order to reach its objectives, the Federation will work on two main programme areas. The first is the support provided to the hospitals and health centres while the second represents the capacity building of the PRCS/L based on a master plan for human resource development including the upgrading of the management capacities of the hospitals and clinics.

The specific areas of focus in 2003/2004 include the following:

- **Health and care** consisting of rehabilitation of health facilities and health education.
- **Disaster Management** supporting the procurement and distribution of medical supplies and medicines to the five hospitals and nine health care centres run by the PRCS/L in order to

compensate for limited internal resources and the decrease of external support and to prevent collapse of the health care structures of the PRCS/L.

- **Promotion of humanitarian values** to introduce first aid as a voluntary service among the Palestinian youth and the refugee community in the context of promoting humanitarian values.
- **Organizational development** to train staff and volunteers according to the four-year training programme of the PRCS/L.
- **Federation Coordination** to facilitate and contribute to the capacity building of the PRCS/L with sustained support from partners within and outside the RC/RC Movement.

1. Health and Care w

The health and care programme has two components: continuation of support to the rehabilitation of PRCS/L facilities, and the introduction of the health education programme.

- **Rehabilitation of Health Facilities**

Background and achievements/lessons to date

The Federation has since 1994 assisted the PRCS/L in renovating the health facilities all over Lebanon. It is due to this support that the efficiency, quality and image of the hospitals of the PRCS/L were significantly improved. This led to an increase of activity and a formal contractual relationship with the UNRWA. After just six months of this contract, the occupancy rate of the UNRWA-funded hospital beds was 95 per cent. This dramatic increase underlines the need to maintain and finalize the reconstruction of the main referral hospital in order to fully utilize its potential. The main component of this plan is the renovation of the surgical unit covering the third and fourth floors of the hospital.

The primary health centres provide a good network of operation for the health education programme, and subsequently need special attention and support in terms of their maintenance, budgets and basic equipment. In 2002, the total number of beneficiaries served by the hospital and the health centres exceeded 100,000 with an additional number of 50,000 related to the health education and the volunteer programme.

Overall Goal

The restructuring and rehabilitation of Hamshary referral hospital is completed as is the support/maintenance programme for the four district hospitals and the remaining five health centres.

Program Objective

Basic capacities are created in terms of the improvement of working conditions for the surgical activity in Hamshari through the renovation of the third and fourth floors, and support/maintenance of the remaining five health centres and four district hospitals serving 12 refugee camps.

Expected Results

- The surgical department of Hamashary hospital has become fully operational and the capacity and quality of the hospital services have improved.
- All basic medical equipment within the five hospitals is properly maintained with spare parts and no significant interruptions of the services will occur during 2003/2004.
- A minimum of two out of five health centres and two of the four local hospitals are maintained with support of the Federation by the end of 2003.
- **Health Education**

Background and achievements/lessons to date

During the last four years, the PRCS/L implemented a reconstruction and operational plan for its hospitals and primary health care centres that rehabilitated the buildings and provided new equipment and medical supplies. The improvement made in equipment and facilities is considered to be adequate, though the human resource performance and level of health care needs improvements in terms of further upgrading and development.

The services of the nine health centres are complementary to the services provided by the centres and give emergency and elective specialized and non-specialized service to registered and non-registered refugees.

During 2000, the PRCS/L made a study, sponsored by the Federation and the Lebanon delegation, on the health needs of Palestinian refugees in Lebanon. The study identified the following set of needs:

- The need for a well-planned and organized health education programme.
- The need to strengthen the mother and child health care (MCH) programmes.
- The need to improve the level of competence and motivation of the personnel related to the primary health care activities and services.
- The need to improve service delivery to the beneficiaries.
- The need to give special attention and treatment to patients with chronic diseases.
- The need to provide training support for personnel dealing with cardiopulmonary resuscitation (CPR) for the staff of the PRCS/L.
- The need to develop psychological support programmes especially for pregnant women, the handicapped, the elderly and youth.

The PRCS/L is committed to continue to provide health education within the context of the Federation's appeal 2003/2004. It is anticipated that the health education programme alone will reach up to 50,000 beneficiaries in 2003.

Overall Goal

An improved health status of the Palestinian refugees living in refugee camps in Lebanon.

Programme Objective

Strengthened capacities to organize up to 2,000 lectures and meetings on at least 30 different health-related subjects through all the health centres of the PRCS/L before the end of 2003; involving 80 health educators with sound knowledge and skills in line with the WHO and Red Cross/Red Crescent guidelines.

Expected Results

- The beneficiaries know how to prevent diseases and how to act accordingly in order to prevent illness.
- By the end of 2003, the PRCS/L will have 80 well-trained health educators covering the five main areas where Palestinian refugees are located, of these one will be specialized in HIV/AIDS and sexually transmitted diseases (STDs).
- By the end of 2003, the health educators of the PRCS/L will have given an average of one training session in all of the identified locations.

2. Disaster Management w

The situation of the Palestinian refugees in Lebanon is one of extreme hardship, both physically and psychologically and affects the health of the population negatively. In order to ensure a minimum of

health care provisions for the population, it is necessary to maintain cooperation with the UNRWA and other agencies.

The health facilities of the PRCS/L offer services at minimal fees to the Palestinian refugees and poor Lebanese beneficiaries. Even this small amount is too high for some people. Therefore, most of the health facilities of the PRCS/L do not have much income and cannot run their programmes without external support. To avoid the collapse of the health care structure of the PRCS/L, it is important to continue support in terms of medicines and medical supplies.

The number of beneficiaries in 2002 exceeded 100,000 individuals with the number of medical interventions reaching up to 250,000. The beneficiaries would not have any realistic possibility to receive these services by any other provider due to the very high cost of medical services in Lebanon. The resources for these services are scarce, marginal and are not covered by any other support.

Overall Goal

The Palestinian refugees are enabled access to health services and able to better cope with difficult economic and social conditions.

Programme Objective

Medicines and medical supplies were provided to the health structures of the PRCS/L to enable them to continue to provide their services to the refugees

Expected Results

- Medical supplies were procured and distributed according to plan and accurate records were maintained.
- The medical structures in the hospitals and clinics were strengthened and are enabled to deliver their services with improved performance and efficiency.

3. Humanitarian Values w

Background and achievements/lessons to date

The programme aims at promoting humanitarian values through first aid (FA) training combined with dissemination of the Red Cross/Red Crescent principles and cooperation among young people and volunteers within the PRCS/L and the Lebanese Red Cross Society.

The term first aid includes both intervention and prevention with a community orientation. Because of its focus on humanitarian values, the project is identified separately and not as part of disaster preparedness or health and care. First aid training will be the entry point for a new venture by the PRCS/L with the Federation's support where humanitarian values will be focused on, through training, education and information on the fundamental principles of the Movement.

In 2000, the PRCS/L conducted a study, sponsored by the Federation and its Lebanon delegation, on Palestinian refugees' health needs in Lebanon. One of the priority needs identified within primary health care is to provide a well-planned and organized health education programme focusing among other topics on first aid, including the prevention aspects, with a community-based approach.

The formation of first aid teams is seen as a potential to develop a positive asset to the refugee populations living in camps. This will enable a quick and effective response to any emergency situation that can be handled on the spot and with immediacy.

This is expected to generate a sense of enhanced self-esteem among the youth through voluntary work. The project will also contribute to the dissemination of knowledge regarding the Red Cross/Red Crescent Movement and help to strengthen the image of the PRCS/L.

Overall Goal

More effective dissemination of the fundamental principles of the Movement through an innovative approach, i.e. using first aid as an entry point.

Programme Objective

Develop and implement effective first aid and youth programme through the primary health care centres.

Expected Results

- Increased knowledge of the humanitarian values of the Movement among the refugee community, especially among the youth.
- Youth participation within the PRCS/L is enhanced with an increased number of volunteers and volunteer-led activities within social work and health education.
- A team of 15 trainers is established from among first aid volunteers.
- Additional initiatives are taken to promote environmental awareness, preventive health care and social work among the youth.
- Training in 2003-2004 will include 500 basic first aid courses conducted in all the refugee communities and prepare a minimum of 15,000 trained first aid individuals.

4. Organizational Development w

Background and achievements/lessons to date

The OD programme is part of the overall capacity building of the PRCS/L with participation of a number of staff of the PRCS from the Syrian branch. It is based on the five-year developmental plan (2000-2005) and the four-year training programme (2000-2004). This programme was launched in 2000 and has since then included 40 courses with nearly 900 participants. A few courses were not offered due to lack of funding. The courses that were offered had a great positive impact on the staff and on the quality of clinical performance at the health facilities of the PRCS/L.

The numbers for 2003-2004 will reach nearly 700 trained managers and professionals throughout the PRCS/L/S branches. The project is designed with a master plan composed of a number of courses (more than 75 major courses) for the staff of the PRCS/L on all levels and professions. The programme is expected to last four years at a total budget of US\$ 500,000, (US\$ 125,000 per year). The training courses are organized by specialized training companies, professional institutions, and universities chosen through a competitive bidding process. Practical work, active participation and 'learning by doing' is emphasized throughout these training courses. Each training session includes a follow-up period that lasts for two to six months depending on the nature of the training. The training courses are based on a comprehensive training of the PRCS/L and the human resource development programme and will avoid any duplication with other external donors.

During the recent years, the human resource development component was not given as much attention as the other areas. The training programme has focused on modernizing and improving the administrative and medical management capacity and quality. Special attention is given to preventive health care training, quality assurance and to the introduction of modern computerized systems for financial planning and information management.

Overall Goal

High quality services will be provided through comprehensive training of personnel.

Programme Objective

Further improvement/efficiency in terms of communication and management are established in all of the health facilities.

Expected Results

- The quality and quantity of non-curative activities and services is increased.
- Quality control methods and guidelines are developed and implemented.
- Each patient has a complete medical record and the medical staff will have proper access to clinical data for research and planning.
- The support services have developed quality standards and annual plans of action in cooperation with the management and the staff in the facilities.

5. Federation Coordination w**Background and achievements/lessons to date**

The country delegation in Lebanon was established in 1992, and has facilitated the Federation's support to the Lebanese Red Cross Society (LRCS) and the Lebanon and Syria branch of the Palestine Red Crescent Society, PRCS/L and PRCS/S, respectively.

Initially the activities of the country delegation supported the development of the capacity of the LRCS through a wide range of activities, such as the ambulance service, first aid training, the blood bank and volunteer activities.

Since 1994, the PRCS/L was given support for the restructuring of its health care set up, with a full renovation of five hospitals covering the first and secondary levels of hospital care. In addition, full renovation of nine health centres related to the refugee camps in Lebanon was supported.

The Federation's activities in Lebanon have gradually been moving from the direct hardware support as a dominating priority towards health education, organizational development, youth and volunteers, human resource development and thus securing quality performance of the services and with an increased involvement of partners inside and outside the Movement.

With the new structure introduced to treat the PRCS/L as part of the Palestine Red Crescent Society to ensure a more unified image, there will be a need for close cooperation between the country delegation in Al-Bireh and in Beirut and the regional delegation in Amman. Such assistance will be given in order to successfully develop the branches, allowing them to increase efficiency as service providers for the most vulnerable in their communities through capacity building. The need and demand for organizational development is clear and there is great potential for a positive contribution by the Federation towards it.

The cooperation agreement strategy process will be taken forward, and the harmonizing document signed with the ICRC locally will be followed up and further developed as part of the CAS process.

The cooperation strategy agreement strategy is a process to enable the priorities of a national society, as expressed in its strategic/development plan, to be fully supported by partners (both Red Cross/Red Crescent and external). Through this process, commitment to a shared strategy can be developed that will strengthen the impact of the national society's work in improving the lives of vulnerable people.

Overall Goal

The Federation will facilitate and contribute to the capacity building of the PRCS/L, and promote and coordinate the participation of support from partners within and outside the Movement, in cooperation with the ICRC, national and international NGOs.

Programme Objective

More solid capacities are created through coordination with other agencies to strengthen the capacity of PRCS/L in through disaster management, health and care, promotion of humanitarian values and organizational development activities.

Expected Results

- The objectives of the PRCS/L are successfully implemented.
- Increased donor support to the Federation's annual appeal is achieved on behalf of the PRCS/L.
- The inputs of the Federation and PRCS in Palestine A/OT as well as the regional components of the Movement are well-coordinated in order to effectively assist the implementation of objectives set by the PRCS/L.

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BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.90/2003

Name: Palestine Red Crescent Society

PROGRAMME:	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	550,058	14,593	0	0	0	564,651
Clothing & textiles	0	0	21,933	0	0	0	21,933
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	697,399	0	0	0	0	697,399
Teaching materials	0	18,335	0	5,601	0	0	23,936
Utensils & tools	0	0	21,933	0	0	0	21,933
Other relief supplies	0	0	14,593	0	0	0	14,593
SUPPLIES	0	1,265,792	73,052	5,601	0	0	1,344,445
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	121,865	22,485	129	6,275	0	0	150,753
Medical equipment	0	50,000	0	0	0	0	50,000
Other capital exp.	17,688	0	0	0	0	0	17,688
CAPITAL EXPENSES	139,553	72,485	129	6,275	0	0	218,441
Warehouse & Distribution	0	2,948	18,425	0	0	0	21,373
Transport & Vehicules	11,007	42,846	5,861	5,050	0	0	64,763
TRANSPORT & STORAGE	11,007	45,794	24,286	5,050	0	0	86,136
Programme Support	60,640	177,815	18,348	7,516	0	0	264,319
PROGRAMME SUPPORT	60,640	177,815	18,348	7,516	0	0	264,319
Personnel-delegates	98,070	173,497	76,589	16,770	0	0	364,926
Personnel-national staff	148,937	603,077	32,516	1,681	0	0	786,211
Consultants	17,688	0	0	0	0	0	17,688
PERSONNEL	264,695	776,574	109,105	18,451	0	0	1,168,825
W/shops & Training	290,498	143,452	22,994	55,613	0	0	512,557
WORKSHOPS & TRAINING	290,498	143,452	22,994	55,613	0	0	512,557
Travel & related expenses	19,547	6,300	11,116	2,884	0	0	39,846
Information	29,322	48,518	3,692	8,346	0	0	89,877
Other General costs	117,658	198,886	19,558	5,897	0	0	341,998
GENERAL EXPENSES	166,527	253,704	34,366	17,127	0	0	471,722
TOTAL BUDGET:	932,920	2,735,616	282,280	115,633	0	0	4,066,446